

## **Development of an Onboarding Program**

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**South Carolina Department of Labor, Licensing & Regulation**

# Development of an Onboarding Program

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## Problem Statement

The South Carolina Department of Labor, Licensing and Regulation (LLR) currently has a five hour new employee orientation program that takes place during the first month of employment with the agency. Employees have a follow-up meeting with the benefits manager and attend *A Day in the Life at LLR* within one year of hire. A process is not in place to help supervisors prepare adequately for and work with new employees to achieve maximum productivity and engagement during their first year at the agency. The Office of Human Resources at LLR (LLR OHR) has identified this as an opportunity for improvement because research shows that engaging employees early in their career leads to greater employee satisfaction levels, productivity and retention. According to the 2008 Corporate Board article, "What the Best Companies Do" ([www.executiveboard.com](http://www.executiveboard.com)), "an effective onboarding program can increase employee engagement, integrate new hires the organizational culture, reduce employee turnover, improve employee morale and reduce time to productivity for new hires".

While employee retention, satisfaction levels and engagement within the first year of employment have not been identified as problems in the agency, an extensive onboarding program will improve new hire performance. In the last two years, the LLR OHR has worked to improve new hire orientation; developing and implementing an onboarding program is the logical next step.

## Development of an Onboarding Program

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Onboarding is defined as “the process that starts with the first contact of a new hire – building and establishing engagement earlier in the employment stage and continuing after the traditional orientation program ends.” (HR.com Educational Webcast: “Best Practices in Onboarding & Employee Orientation”, Michael Moretti).

### Data Collection

The goal of the data collection for this project was to gather feedback from new hires and their supervisors to identify opportunities for improvement in the current orientation process and determine what should be included in a comprehensive onboarding program. This feedback will guide the expansion of the orientation process into a year long onboarding program for all new hires. Data collection for this project included employee and supervisory suggestions for onboarding, researching onboarding programs in other organizations and onboarding best practices.

Employee and supervisory suggestions were obtained using Survey Monkey. This collection method was used for efficiency in data collection and analysis. Onboarding was also discussed with key agency management. Agency inquiries were used to determine what is being done in other agencies and internet research was conducted to identify best practices. Best practices were incorporated into the survey questions. See page 13 for a list of resources used.

## Development of an Onboarding Program

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Within the last three years, LLR has hired 77 new employees. A 35 question survey was sent to each of these employees. Forty-four employees responded for a 57% response rate. A separate 21 question survey was sent to the 34 supervisors of new hires within the last three years. Fifteen responded for a 44% response rate. See Appendix B: New Hire Survey Results and Appendix C: Supervisors of New Hire Survey Results.

### New Hire Survey Data Analysis

Survey responses indicate that 93.8% of new employees are satisfied with their experience at LLR. Most open-ended responses regarding the agency's hiring process were favorable. The exceptions: non-negotiable salary, time from interview to hire, driver's license checks, etc. are related to policies and procedures outside the scope of this project. Most respondents had a good impression of the agency prior to their first day on the job; however, lack of information about the job and agency was a common theme throughout these questions. More information about the agency and the job will be incorporated into the agency's hiring process beginning summer 2010.

Overall, comments and ratings for New Hire Orientation (NHO) were positive. Suggestions for improvement such as: agency contact information, an acronym list, overview of information systems and the intranet have been implemented and enhanced based on feedback from this survey and NHO evaluations. See Appendix D:

## Development of an Onboarding Program

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Orientation Materials. NHO is currently done once per month. Four new employees commented that NHO would have been better closer to their hire date or that they would like more information prior to NHO. While it is not always possible to have NHO on hire dates, we make every effort to ensure new hires attend NHO within their first two weeks with the agency. As mentioned above, beginning summer 2010, LLR OHR will ensure new hires have better information about the agency and the job prior to the hire date.

As a follow-up to NHO, each new employee meets individually with the benefits manager to discuss concerns and questions about benefits. Of those surveyed, 92.9% indicate this was helpful. Responses regarding *A Day in the Life at LLR* indicate 64.3% feel this session to be beneficial. Since this session is held twice per year, 35.7% of the respondents have yet to attend.

Open-ended responses regarding agency communications range from "good job" and "excellent" to "lacking". Common themes are lack of information about payroll/salary and lines of communication with supervisors. Information relating to payroll/salary relayed in NHO will be reviewed for lacking information and updated as necessary effective March 2010. All agency training classes, as well as those offered by the Budget & Control Board Office of Human Resources, stress open and honest communication between supervisors and employees.

## Development of an Onboarding Program

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Suggestions for improving agency resources indicate the need to increase awareness of information available on the agency intranet, Web site and agency newsletter, "LLR Today". This will be done effective immediately in NHO. One respondent suggests an online new employee booklet. A re-vamp of the Human Resources intranet page is planned for the second quarter 2010. All new employee information will be centralized and easily accessible.

Of those surveyed, 90.2% feel their supervisor and others in their area were prepared for their arrival. Also, 88.1% feel their supervisor and others made them feel welcome on their first day of employment. However, 19% did not have all of the necessary resources on their first day. Computers, printers and passwords were most often lacking. LLR OHR will review the process of procuring these items for new hires and work with the Office of Information Services to implement changes to ensure these resources are available on an employee's first day on the job.

According to 83.4% of the respondents, job duties and expectations were clearly explained to them; 16.7% were neutral. Respondents were comfortable going to their supervisors with questions and were given regular feedback during their first six months on the job.

As for agency offered training, 66.7% find it worthwhile and 84% responded that supervisors are supportive of them attending agency training. The survey indicates that 76.2% think on-the-job training gave them the knowledge and skills necessary to be

## Development of an Onboarding Program

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successful. Likewise, 92.8% indicate their supervisors provided adequate support during their first year at LLR.

Time from hire to productivity ranged from two weeks (38.1%) to more than six months (7.1%), depending on work area. Having a computer available immediately, having a buddy or mentor and a formal training process were mentioned as ways to increase productivity in shorter period of time.

Finally, 52.4 % think having information prior to starting work would be beneficial and 50% think a formalized, job-specific training plan would be beneficial. Likewise, 42.9% responded that having a peer welcome coordinator or buddy would be beneficial. See the Proposed Implementation Plan for actions relating to these responses.

### Supervisors of New Hires Survey Analysis

Response rate for this survey was low (44%); those that responded gave valuable insight into opportunities for improving new hire productivity. Eight of the fifteen respondents use the Supervisor's New Employee Checklist (Appendix E). Only 33% contact their new hires prior to the first day on the job. Beginning March 2010, the LLR OHR will remind all hiring supervisors to use the checklist and encourage them to contact new hires prior to their first day on the job. The checklist will be revised and expanded as new components and activities are added to the onboarding program.

## Development of an Onboarding Program

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An analysis of responses to questions asking what employees need to know their first day on the job and questions new hires ask that should be covered in NHO reveal that all of the responses are now covered in NHO. Having all new hire resources centrally located on the intranet and emphasizing the location of agency resources will alleviate many questions new hires have.

Based on survey responses, supervisors are doing a good job welcoming employees their first day. As the onboarding program is expanded, a list of welcoming activities will be provided to supervisors. Responses from this survey will be incorporated into this list.

The training provided to new hires varies by area. All non-job specific training suggested as helpful during an employee's first year is currently offered by the agency. Only 26.7% of the supervisors surveyed complete Individual Development Plans (IDPs) with their new employees. This tool will be emphasized as we implement a new EPMS policy fall 2010. The survey further indicates 20% of respondents meet with their new hires daily, 40% weekly and 40% monthly.

According to those surveyed, 40% of new employees are productive within one month, 33.3% within three months. Other responses range from two weeks to more than six months. Suggestions for making employees more productive in a shorter timeframe are providing a mentor, having more time to spend with new hires, better



## Development of an Onboarding Program

systems training materials and merit pay. The onboarding program and training on LLR's new licensing system (CORELINK) will address most of these issues.

Responses to questions around what new hires need to know about state government and LLR in general mainly relate to items already covered in NHO. Other issues are addressed in Customer Service Skills, which is recommended, but not required, for new employees.

Of those surveyed, 46.7% think a formal onboarding program would be extremely useful, 20% somewhat useful and 20% are neutral. As for the steps respondents would be willing to take to get new employees working more productively in a shorter period of time, the results are as follows:

Contact new hires prior to their first day	46.7%
Introduce new hires to senior management within first two weeks	33.3%
Designate a buddy or welcome coordinator	73.3%
Work with HR to develop formalized job specific training plans	53.3%

### Implementation Plan

Many of the suggestions indicated in the surveys have already been incorporated into NHO. Other suggestions and best practices will be phased in over the next year. See Appendix A: Proposed Implementation Plan for timeframes. LLR OHR will administer and initially champion the program.

Most of the steps in the plan can be executed with little or no cost to the agency. The training coordinator can develop the information to be provided prior to the hire

## Development of an Onboarding Program

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date, for the intranet and design the Welcome Coordinator Program. The training coordinator, along with LLR OHR, will be responsible for working with supervisors to create formal job-specific training plans. Other documents and information can also be developed by the training coordinator and LLR OHR. Possible costs might be incurred if an e-learning or video component is added to the program.

There are no long-term obstacles to implementation of this program; however, several short-term obstacles exist. Currently, the agency is undergoing a major restructuring of the Professional & Occupational Licensing (POL) area. In addition, LLR is implementing SCEIS effective June 2010 and CORELINK July 2010. These activities require massive amounts of time and energy from all employees; consequently, timing is not appropriate to launch another program. January 2011 will bring a new administration and the changes that come with it. Gaining the buy-in of current and new leadership will be crucial and is not feasible at this time due to changes underway. For these reasons, a full launch of the onboarding program is not practical.

That being said, many of the suggestions from the surveys and best practices identified by research can be implemented incrementally. The Welcome Coordinator component can be introduced once SCEIS and CORELINK are in place. The most complex component of this program, formalized job-specific training plans, will require much leg work and will be completed over time. During each phase of implementation, care will be taken to ensure roles and responsibilities are clearly

## Development of an Onboarding Program

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defined and leadership buy-in is in place. LLR OHR will coordinate with hiring managers to ensure new employees receive optimal benefit from the program.

### Evaluation Method

Evaluation of the onboarding program will be done by periodic surveys of new hires and their supervisors to determine which elements are beneficial and to identify opportunities for improvement. New hires and supervisors who responded to the surveys for this project will be asked to evaluate the new tools and components prior to introduction to the agency and new hires. Pilot sessions of new components will be conducted where practical.

### Summary and Recommendations

A strong foundation has been laid for LLR's onboarding program and some survey suggestions have already been implemented. Throughout the next year, additional components will be put into place and adjustments made based on changes in the agency and the needs of employees. Special effort will be given to ensuring the buy-in of senior leadership and communicating the importance and value of the program to the agency.

# Development of an Onboarding Program

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## References and Resources

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## Development of an Onboarding Program

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APPENDIX A:	LLR Onboarding Proposed Implementation Plan
APPENDIX B:	New Hire Survey Results
APPENDIX C:	New Hire Supervisor Survey Results
APPENDIX D:	Orientation Materials
APPENDIX E:	Supervisor's New Employee Checklist

## Development of an Onboarding Program

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APPENDIX A:	LLR Onboarding Proposed Implementation Plan
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APPENDIX C:	New Hire Supervisor Survey Results
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## Development of an Onboarding Program

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### APPENDIX A: LLR Onboarding Proposed Implementation Plan

## LLR Onboarding Program Proposed Implementation Plan

Program Component	Actions Steps	People/Resources	Target Dates
<b>Agency Information Packet to New Hires prior to first day</b>	<p>Determine what information/resources to include in the packet</p> <p>Develop materials for the packet</p> <p>Revise offer letter</p> <p>Develop a list of welcoming activities</p>	<p>Training Coordinator HR Staff Office of Information Services</p> <p>Current agency information &amp; resources</p>	Summer 2010
<b>Supervisory New Employee Checklist</b>	<p>Update checklist</p> <p>Remind supervisors of this list when hiring packet is sent</p>	<p>Training Coordinator HR Staff</p>	<p>March 2010</p> <p>Ongoing</p>
<b>Updating NHO information regarding payroll/salary</b>	<p>Update information to reflect SCEIS and payroll policies &amp; procedures</p>	<p>Training Coordinator HR Staff</p>	June 2010



## LLR Onboarding Program Proposed Implementation Plan

<b>Centralized new employee information on the HR intranet page</b>	<p>Determine info to include</p> <p>Develop/Compile information</p> <p>Design intranet page</p> <p>Publicize the resource</p>	<p>Training Coordinator HR Staff Office of Information Services</p> <p>Current agency information/ resources</p>	Summer 2010
<b>Review process of procuring equipment &amp; passwords for new hires</b>	<p>Review the process to identify why new hires are not getting computers and passwords timely</p> <p>Address problems and correct</p>	<p>Training Coordinator Office of Information Services <i>HR New Employee Checklist</i> <i>Supervisor New Employee Checklist</i></p>	June 2010
<b>Peer Coordinator / New Hire Buddy</b>	<p>Conduct focus groups to determine what this program should include</p> <p>Research best practices</p> <p>Design component with guidelines, suggested activities, etc.</p>	<p>Training Coordinator HR Staff Focus groups of supervisors &amp; recent hires Internet resources</p>	Fall 2010

## LLR Onboarding Program Proposed Implementation Plan

<b>Formalized Job Specific Training Plans</b>	Identify areas/jobs for pilot Conduct job analysis Review current training process Design training plans Identify trainers	Training Coordinator HR Staff Supervisors Administrators Agency Director	2011
<b>Plan to ensure new hires meet senior staff</b>	Talk with supervisors and Senior Staff to determine best way to do this  Add step to Supervisory New Hire Checklist	Supervisors Senior Staff Agency Director Training Coordinator	January 2011

## Development of an Onboarding Program

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### APPENDIX B:           New Hire Survey Results

# **Survey Results**

## **On-boarding Survey for New Hires**






### **Response Summaries**

**Sent to 77 new hires within the last three years**

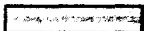



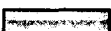





**Forty-four responded for a 57% response rate**

## New Hire Survey

### 1. How long have you worked for LLR as a full-time, permanent employee?

		Response Percent	Response Count
Less than 6 months		16.7%	7
6 months to 1 year		26.2%	11
1 to 2 years		33.3%	14
2 to 3 years		21.4%	9
More than 3 years		2.4%	1
<i>answered question</i>			<b>42</b>
<i>skipped question</i>			<b>0</b>

**2. In what area do you work?**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Adminlstration</b>		<b>21.4%</b>	<b>9</b>
Director's Office		4.8%	2
Office of Communications		2.4%	1
Division of Legal Services		2.4%	1
Division of Fire & Life Safety		16.7%	7
Division of Labor		14.3%	6
Office of Administration - POL		0.0%	0
Office of Licensure & Compliance		19.0%	8
Office of Building & Business Services		9.5%	4
Office of Health & Medically Related Pofessions		2.4%	1
Office Of Investigations & Enforcement		7.1%	3
<b>answered question</b>			<b>42</b>
<b>skipped question</b>			<b>0</b>

### 3. How satisfied are you with your experience with LLR?

		Response Percent	Response Count
Extremely Satisfied	<input type="checkbox"/>	45.2%	19
Satisfied	<input type="checkbox"/>	47.6%	20
Somewhat Satisfied	<input type="checkbox"/>	4.8%	2
Unsatisfied	<input type="checkbox"/>	2.4%	1
	Please explain.		21
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

### 4. Did the job description given to you during the interview process accurately match the job?

		Response Percent	Response Count
Yes	<input type="checkbox"/>	92.9%	39
No	<input type="checkbox"/>	7.1%	3
	If no, please explain		2
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

**5. Was the job what you expected?**

		Response Percent	Response Count
Yes	<input type="checkbox"/>	85.7%	36
No	<input type="checkbox"/>	2.4%	1
Somewhat	<input type="checkbox"/>	11.9%	5
If no or somewhat, please explain			1
<b>answered question</b>			<b>42</b>
<b>skipped question</b>			<b>0</b>

**6. Does your job seem a good fit for your skills and abilities?**

		Response Percent	Response Count
Yes	<input type="checkbox"/>	90.5%	38
No	<input type="checkbox"/>	0.0%	0
Somewhat	<input type="checkbox"/>	9.5%	4
<b>answered question</b>			<b>42</b>
<b>skipped question</b>			<b>0</b>

**7. What is your impression of the agency's hiring process (initial contact, interview, extending an offer, communication prior to first day, etc.)?**

	Response Count
	42
<b>answered question</b>	<b>42</b>
<b>skipped question</b>	<b>0</b>



**8. What was your impression of the agency prior to your first day on the job?**

**Response  
Count**

42

*answered question*

42

*skipped question*

0

**9. The written materials received during Orientation were helpful.**

**Response  
Percent**

**Response  
Count**

Strongly Agree



26.2%

11

Agree



61.9%

26

Neutral



9.5%

4

Disagree

0.0%

0

Strongly Disagree



2.4%

1

Comments

8




*answered question*

42

*skipped question*

0


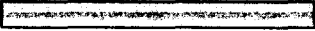

**10. New Hire Orientation addressed my questions and/or concerns about working at LLR.**

		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		35.7%	15
Agree		47.6%	20
Neutral		16.7%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	9
		<b><i>answered question</i></b>	<b>42</b>
		<b><i>skipped question</i></b>	<b>0</b>




**11. How can we improve New Hire Orientation?**

	<b>Response Count</b>
	42
<b><i>answered question</i></b>	<b>42</b>
<b><i>skipped question</i></b>	<b>0</b>

**12. The individual meeting with the agency benefits manager was helpful.**

		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		42.9%	18
Agree		50.0%	21
Neutral		7.1%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	10
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

**13. "A Day in the Life at LLR" was beneficial to me as a new employee.**

		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		21.4%	9
Agree		42.9%	18
Did Not Attend		35.7%	15
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	13
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

**14. What suggestions do you have to make "A Day in the Life at LLR" more beneficial?**

**Response  
Count**

19

*answered question*

19

*skipped question*

23

**15. What suggestions do you have to improve agency communications to new employees?**

**Response  
Count**

42

*answered question*

42

*skipped question*

0

**16. What suggestions do you have for improving agency resources for new employees?**

**Response  
Count**

42

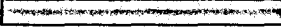



*answered question*

42




*skipped question*

0

**17. My supervisor and others in my area seemed prepared for my first day.**

		Response Percent	Response Count
Strongly Agree		45.2%	19
Agree		45.2%	19
Neutral		4.8%	2
Disagree		4.8%	2
Strongly Disagree		0.0%	0
	Comments		7
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

**18. My supervisor and co-workers made me feel welcome at LLR.**

		Response Percent	Response Count
Strongly Agree		57.1%	24
Agree		31.0%	13
Neutral		11.9%	5
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		7
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

19. I had all of the necessary equipment, tools, passwords, desk supplies and resources available to me on my first day of work.

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	31.0%	13
Agree	<input type="checkbox"/>	38.1%	16
Neutral	<input type="checkbox"/>	11.9%	5
Disagree	<input type="checkbox"/>	19.0%	8
Strongly Disagree		0.0%	0
What, if anything, were you missing?			13
<i>answered question</i>			42
<i>skipped question</i>			0

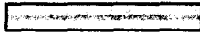

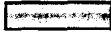
20. What was your impression of LLR after your first day in your work area?

	Response Count
	42
<i>answered question</i>	42
<i>skipped question</i>	0




21. Within the first six weeks of your employment, were you given an EPMS form that explained your job duties and expectations?

		Response Percent	Response Count
Yes	<input type="checkbox"/>	92.9%	39
No	<input type="checkbox"/>	7.1%	3
<i>answered question</i>			42
<i>skipped question</i>			0

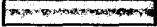


**22. Job duties and performance expectations were clearly explained and all of my questions relating to the duties and expectations were answered.**

		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		31.0%	13
Agree		52.4%	22
Neutral		16.7%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		6
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>



**23. As a new employee, I felt comfortable going to my supervisor with questions.**

		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		61.9%	26
Agree		33.3%	14
Neutral		4.8%	2
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		4
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

**24. I was given regular feedback about my performance during my first six months on the job.**

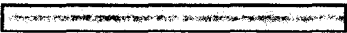
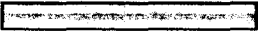
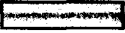





		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		23.8%	10
Agree		59.5%	25
Neutral		16.7%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	8
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

**25. Did your supervisor discuss agency training and complete with you an Individual Development Plan?**




		<b>Response Percent</b>	<b>Response Count</b>
Yes		69.0%	29
No		31.0%	13
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>




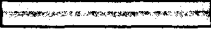
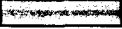
**26. What agency training did you attend during your first year?**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Communication Skills</b>		<b>54.8%</b>	<b>23</b>
<b>Customer Service Skills</b>		<b>40.5%</b>	<b>17</b>
<b>Take Control of Your Time</b>		<b>19.0%</b>	<b>8</b>
<b>True Colors</b>		<b>40.5%</b>	<b>17</b>
<b>Dealing with Difficult People</b>		<b>21.4%</b>	<b>9</b>
<b>Conflict Resolution</b>		<b>11.9%</b>	<b>5</b>
<b>Business Writing</b>		<b>38.1%</b>	<b>16</b>
<b>Supervisory Practices</b>		<b>4.8%</b>	<b>2</b>
	Other (please specify)		<b>13</b>
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>





**27. I found these workshops to be worthwhile.**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Strongly Agree</b>		<b>21.4%</b>	<b>9</b>
<b>Agree</b>		<b>45.2%</b>	<b>19</b>
<b>Neutral</b>		<b>33.3%</b>	<b>14</b>
<b>Disagree</b>		<b>0.0%</b>	<b>0</b>
<b>Strongly Disagree</b>		<b>0.0%</b>	<b>0</b>
	Comments		<b>7</b>
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>


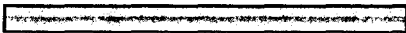

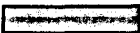
**28. Overall, my supervisor was supportive of me attending agency workshops during my first year with the agency.**

		Response Percent	Response Count
Strongly Agree		47.6%	20
Agree		33.3%	14
Neutral		19.0%	8
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		9
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>





**29. The on-the-job training I received gave me the knowledge and skills necessary to be successful.**

		Response Percent	Response Count
Strongly Agree		38.1%	16
Agree		38.1%	16
Neutral		21.4%	9
Disagree		2.4%	1
Strongly Disagree		0.0%	0
	Comments		5
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

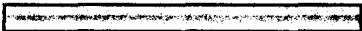
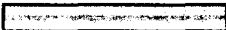

**30. Who provided your on-the-job training?**

		<b>Response Percent</b>	<b>Response Count</b>
Supervisor		50.0%	21
Peer		64.3%	27
Classroom Instructor		11.9%	5
Other (please specify)		21.4%	9
<b>answered question</b>			<b>42</b>
<b>skipped question</b>			<b>0</b>






**31. As a new hire, I was provided the training and resources I needed to be successful on the job.**

		<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree		38.1%	16
Agree		42.9%	18
Neutral		16.7%	7
Disagree		2.4%	1
Strongly Disagree		0.0%	0
Comments			6
<b>answered question</b>			<b>42</b>
<b>skipped question</b>			<b>0</b>

**32. My supervisor provided adequate support to me during my first year on the job.**

		Response Percent	Response Count
Strongly Agree		57.1%	24
Agree		35.7%	15
Neutral		7.1%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	5
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

**33. How soon after starting your job did you feel productive?**

		Response Percent	Response Count
2 weeks		38.1%	16
1 month		21.4%	9
2 to 3 months		19.0%	8
3-6 months		14.3%	6
More than 6 months		7.1%	3
		Comments	11
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

34. What could we have done to make you productive in a shorter period of time?

Response  
Count

42

*answered question*

42

*skipped question*

0

35. Which of the following activities would have been beneficial to you as a new employee? You may select as many as you like.

Response  
Percent      Response  
Count

Having information about the  
agency and the job prior to your  
first day of work

52.4%

22

Being introduced to senior  
management during your first first  
week on the job

19.0%

8

Having a peer welcome coordinator  
or "buddy" to show you the ropes  
and answer questions

42.9%

18

A formalized job specific training  
plan

50.0%

21

Other (please specify)

8

*answered question*

42

*skipped question*

0

**36. Who was your first supervisor as a new employee at LLR? (This information will only used to identify supervisors with new hires in the last three years. They will be sent a supervisory survey.)**

**Response  
Count**

41

*answered question*

41

*skipped question*

1

# **Survey Results**

## **On-boarding Survey for New Hires**

### **Open-Ended Responses**

**Sent to 77 new hires within the last three years**

**Forty-four responded for a 57% response rate**

## New Hire Survey

How satisfied are you with your experience with LLR?

		Response Percent	Response Count
Extremely Satisfied	<input type="checkbox"/>	45.2%	19
Satisfied	<input type="checkbox"/>	47.6%	20
Somewhat Satisfied	<input type="checkbox"/>	4.8%	2
Unsatisfied	<input type="checkbox"/>	2.4%	1
	Please explain.		21
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Please explain.

1	Working at LLR has been a very good experience for me. My HR co-workers welcomed me, and are extremely helpful when I have questions or need help with my work. Everyone has been very supportive with some family and personal issues I had since starting work. So far all of the LLR employees have been very friendly and helpful also.	Nov 19, 2009 2:40 PM
2	Wonder co-workers.....friendly people within agency	Nov 20, 2009 9:05 PM
3	Everyone is friendly and helpful	Dec 1, 2009 2:19 PM
4	I've found the folks here to be dedicated professionals with whom it's pleasant, and even fun to work. Most at LLR value our "consumers" and strive to do very good work.	Dec 1, 2009 2:27 PM
5	My experience with LLR has been very satisfying. I work with a group of individuals that are helpful and hard workers. I work under a supervisor that truly cares about what he is trying to accomplish, and the goals that he has set forth is beneficial to all not just some.	Dec 1, 2009 2:40 PM
6	The people I work with are great and I love what I do.	Dec 1, 2009 3:10 PM
7	The in processing orientation was very informed. And well presented. Co-workers and supervisor are very supported.	Dec 1, 2009 3:10 PM
8	I have had the most wonderful experience working with administration it has been so rewarding to work with my co- workers they are such a great group of people to work.	Dec 1, 2009 3:24 PM
9	Friendly staff	Dec 1, 2009 3:56 PM
10	I enjoy my job very much. The people I work with are great.	Dec 1, 2009 5:39 PM
11	I dont feel that anyone is on the same page, we do not get our information until we find out for ourselves, or someone happens to tell us. it is also very upsetting to send calls to the processors and no one answers their voice mails, and if someone happens to get a wrong call they are upset with you instead of sending the call to the right person.	Dec 1, 2009 8:26 PM
12	My salary requirements were not willing to be met so I decided to take what was offered.	Dec 1, 2009 9:30 PM



Please explain.		
13	Over all it has been good. In my experience with other agencies, I find that LLR is too "policy" surctured with little flexibility. This does not allow employees to perform at their maximum potential.	Dec 2, 2009 3:53 AM
14	Personally and professionally there have been a variety of opportunities for me here for continued development as a professional and an individual.	Dec 2, 2009 3:07 PM
15	I came from the private sector where I was constantly threatened with my job on a daily basis and micromanaged to the extreme. I enjoy the freedom I have here to complete my daily duties without someone watching over me constantly. I have direction if I require it but am self-motivated so I work with little or no interference.	Dec 2, 2009 3:13 PM
16	I like and appreciate my job.	Dec 4, 2009 2:31 PM
17	Very professional people that work in the offices. Courtesy is especially good. Everyone is treated with deserved respect.	Dec 7, 2009 2:28 PM
18	I have learned alot in the years i have been employed here, and love it.	Dec 11, 2009 1:48 PM
19	Pleasant atmosphere. Nice place to work.	Dec 11, 2009 1:52 PM
20	Great people to work for and with.	Dec 11, 2009 2:02 PM
21	Very thorough in training opportunities.	Dec 11, 2009 3:17 PM

## New Hire Survey

Did the job description given to you during the interview process accurately match the job?

		Response Percent	Response Count
Yes	<input type="checkbox"/>	92.9%	39
No	<input type="checkbox"/>	7.1%	3
	If no, please explain		2
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

### If no, please explain

1	no, I was hired for pharmacy and then I was put in OLC doing only initial licenseing for all health boards, and then I was moved to the front desk for all the boards. I take calls and change names ,addresses and multi nurse changes.	Dec 1, 2009 8:26 PM
2	However, I am in a different area than when I was hired.	Dec 2, 2009 1:49 PM

## New Hire Survey

Was the job what you expected?			Response Percent	Response Count
Yes	<input type="checkbox"/>		85.7%	36
No	<input type="checkbox"/>		2.4%	1
Somewhat	<input type="checkbox"/>		11.9%	5
If no or somewhat, please explain				1
<b>answered question</b>				<b>42</b>
<b>skipped question</b>				<b>0</b>

If no or somewhat, please explain		
1	because the job that I was hired for was taken away due to the changes that was made a year after I was hired for the job. I had taken great pride in learning the job and I felt that I was doing a good job.	Dec 1, 2009 8:26 PM

## New Hire Survey

What is your impression of the agency's hiring process (initial contact, interview, extending an offer, communication prior to first day, etc.)?

Response  
Count

42

*answered question*

42

*skipped question*

0

Response Text		
1	Very good, well organized and informative.	Nov 19, 2009 2:40 PM
2	interview was very in depth...gave good understand of job and specific duties....offer letter was very thorough	Nov 20, 2009 9:05 PM
3	it is good	Dec 1, 2009 2:19 PM
4	The process is needlessly lengthy.	Dec 1, 2009 2:27 PM
5	The impression that I have is a possitive one. When I was contacted by HR, they were very informative. The offer was considerable and the initial communication on my first day went very well.	Dec 1, 2009 2:40 PM
6	I thought the hiring process was excellent. From the moment I submitted my application to the moment I was hired.	Dec 1, 2009 2:42 PM
7	After my hire, the job description changed and so did the education requirements. I felt that I was the last to hire without a Bachelor's Degree.	Dec 1, 2009 2:44 PM
8	The process is a little longer than expected, but satisfying in the end.	Dec 1, 2009 2:45 PM
9	Professional and courteous.	Dec 1, 2009 3:10 PM
10	It took a little longer than what I've expected.	Dec 1, 2009 3:10 PM
11	The hiring process was great. The offer and job title does not match the job description. Base on my expierence and education the extended offer should be negotiateable. Communication prior to my first day was great.	Dec 1, 2009 3:10 PM
12	I felt it went smoothly. Communication might have been a little better.	Dec 1, 2009 3:18 PM
13	Supervisors were very professional explaining my position what was required of me, I was very excited about the interview they explained in great details what my position required,I was pleased with the position offer, communication was very open if I had any problems I could ask them,or knock on there door.	Dec 1, 2009 3:24 PM
14	Driver license check at own expense almost made me reconsider decision to accept offer.	Dec 1, 2009 3:56 PM
15	I was very pleased with the hiring process. I think it went very well.	Dec 1, 2009 5:39 PM
16	initial impressions were great. People are honest with all aspects.	Dec 1, 2009 8:06 PM
17	I feel that it is a long process before you here as to weather you are considered or denied for the job,and if you are hired for the job there need to be a longer time to be with HR to learn about the different boards.	Dec 1, 2009 8:26 PM
18	Good.	Dec 1, 2009 9:30 PM
19	No room for monetary negotiations.	Dec 2, 2009 2:22 AM
20	It went well. I have no compl;aints and actually felt very welcomed with the hiring process.	Dec 2, 2009 3:53 AM

Response Text		
21	very pleasant, gave me good information and contact and communication was informative and precise.	Dec 2, 2009 1:49 PM
22	State Job hiring process is a long one, however, there have been improvements in online aspects over the last several years.	Dec 2, 2009 3:07 PM
23	On my first day, my immediate supervisor met me at the elevators to welcome me and show me around. I was introduced to all personnel and made to feel very welcome and appreciated.	Dec 2, 2009 3:13 PM
24	Very good.	Dec 4, 2009 2:31 PM
25	I would have liked for someone to go over insurance information with me a little more in depth.	Dec 7, 2009 2:16 PM
26	Very good. The interview was prompt and good and the response for hire was within the time period they specified.	Dec 7, 2009 2:28 PM
27	I applied I believe in November of 2007 and wasn't called in for an interview until February or March and I started at the beginning of April.	Dec 9, 2009 7:03 PM
28	very very different from other job offers.	Dec 10, 2009 9:29 PM
29	It was good-a little slow-but that is understandable	Dec 11, 2009 1:33 PM
30	i had a good experience with the hiring process	Dec 11, 2009 1:36 PM
31	Very Scary, but the interview went really smooth and comfortable.	Dec 11, 2009 1:48 PM
32	Very Good.	Dec 11, 2009 1:52 PM
33	Professional, Informative	Dec 11, 2009 1:56 PM
34	Excellent; very professional	Dec 11, 2009 2:02 PM
35	The hiring process is very slow which can be stressful for the applicant.	Dec 11, 2009 2:10 PM
36	I feel the actually interview was to long (45 mins).	Dec 11, 2009 3:07 PM
37	It was very slow between submitting application and first contact.	Dec 11, 2009 3:17 PM
38	ok	Dec 11, 2009 4:08 PM
39	takes way too long	Dec 14, 2009 3:16 AM
40	?????????	Dec 14, 2009 12:35 PM
41	This is a very long process from application filing to actually being kept informed from HR.	Dec 14, 2009 3:02 PM
42	Okay but lengthy. This is understandable due to the quality people the agency has working for them.	Dec 16, 2009 3:07 PM

## New Hire Survey

What was your impression of the agency prior to your first day on the job?

**Response  
Count**

42

**answered question**

42

**skipped question**

0

Response Text		
1	I was impressed with how friendly people were.	Nov 19, 2009 2:40 PM
2	positive	Nov 20, 2009 9:05 PM
3	?	Dec 1, 2009 2:19 PM
4	That the HR folks were friendly, but not terribly well organized, and their morale seemed poor.	Dec 1, 2009 2:27 PM
5	I really did not know that much about the agency, except for this was the place people came to get their licenses.	Dec 1, 2009 2:40 PM
6	I wasn't really sure what to expect. I did a little research and knew that the agency licensed several different boards but I had no idea what I was in store for.	Dec 1, 2009 2:42 PM
7	Eager. Ready. Determined.	Dec 1, 2009 2:44 PM
8	My first impression of this agency was wonderful. I felt welcomed when I came for my first interview here.	Dec 1, 2009 2:45 PM
9	Not enough knowledge of the agency to have an impression.	Dec 1, 2009 3:10 PM
10	I belived it was a great agency and that I was going to enjoy working there.	Dec 1, 2009 3:10 PM
11	Excited about working for the agency.	Dec 1, 2009 3:10 PM
12	Good, but just didn't realize all the agency handled.	Dec 1, 2009 3:18 PM
13	I was very impressed, everyone was so professional & courteous to me, they make me feel very much a big part of there group.	Dec 1, 2009 3:24 PM
14	Friendly place to work.	Dec 1, 2009 3:56 PM
15	This will be a great place to work.	Dec 1, 2009 5:39 PM
16	Very impressed with the agency. I was welcomed and treated with the utmost respect and freindship	Dec 1, 2009 8:06 PM
17	this is such a busy place	Dec 1, 2009 8:26 PM
18	Agency of authority with integrity.	Dec 1, 2009 9:30 PM
19	No prior knowledge of agency.	Dec 2, 2009 2:22 AM
20	I had heard some comments that "you really do not want to work in LLR." I have found they were wrong and my impressions were not founded!	Dec 2, 2009 3:53 AM
21	Can't say that I had an impression prior to coming to work here.	Dec 2, 2009 1:49 PM
22	The agency was eager to interview me and was neither too formal or too informal in its approach.	Dec 2, 2009 3:07 PM
23	I thought it was a typical state government agency. No real opinion.	Dec 2, 2009 3:13 PM
24	Good customer service was provided.	Dec 4, 2009 2:31 PM
25	I saw the agency at a job fair and was interested in working for the state.	Dec 7, 2009 2:16 PM
26	Busy, Busy, Busy.	Dec 7, 2009 2:28 PM

Response Text		
27	I was interviewed in a regional office and didn't have any contact with LLR until orientation. Very impressed with LLR when I went to Columbia for the orientation.	Dec 9, 2009 7:03 PM
28	real nice to work for compared to now	Dec 10, 2009 9:29 PM
29	Very pleasant and helpful. Web page was very informative and provided a good basis for questions	Dec 11, 2009 1:33 PM
30	i had a good experience my first day on the job. everyone was helpful and nice.	Dec 11, 2009 1:36 PM
31	Everyone was very friendly, and i felt welcome on my first day here.	Dec 11, 2009 1:48 PM
32	A nice respectable place to work.	Dec 11, 2009 1:52 PM
33	It would be a good place to work!	Dec 11, 2009 1:56 PM
34	None, really didn't know it existed.	Dec 11, 2009 2:02 PM
35	Since I worked as a temp for over a year before I became a permanent employee, it seemed that the agency used temps in positions that should have been permanent to avoid paying the wages and benefits a full time would cost.	Dec 11, 2009 2:10 PM
36	A very warm and friendly enviroment.	Dec 11, 2009 3:07 PM
37	Very professional	Dec 11, 2009 3:17 PM
38	worked here before, good agency	Dec 11, 2009 4:08 PM
39	impressive	Dec 14, 2009 3:16 AM
40	?????	Dec 14, 2009 12:35 PM
41	Very good	Dec 14, 2009 3:02 PM
42	Good strong agency with a solid purpose of providing a superior product for our taxpayers; a well balanced fire service.	Dec 16, 2009 3:07 PM

## New Hire Survey

The written materials received during Orientation were helpful.

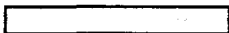


		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	26.2%	11
Agree	<input type="checkbox"/>	61.9%	26
Neutral	<input type="checkbox"/>	9.5%	4
Disagree	<input type="checkbox"/>	0.0%	0
Strongly Disagree	<input type="checkbox"/>	2.4%	1
	Comments		8
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	There was a lot of paper work at one time, but when I got the opportunity to review it, it was well worth it...	Dec 1, 2009 2:40 PM
2	Orientation was wonderful I was very excited to learn about LLR all the speakers were very professional they helped you understand about all the benifits that was being offered & also future benifits that you could sign up for later in the year.	Dec 1, 2009 3:24 PM
3	Some of the information was a review due to my participation in most of the benefit programs. The additional information was very helpful. I am glad the information in reference to the internet, computers, Email and cell phones was covered.	Dec 1, 2009 5:39 PM
4	I agree completely and still refer to some of the materials.	Dec 2, 2009 1:49 PM
5	Online materials are more useful but having the booklets for reference now is a plus.	Dec 2, 2009 3:07 PM
6	All was provided.	Dec 4, 2009 2:31 PM
7	HR is very thourough in presenting the departments rules and regulations and also making sure that you have everything you need before being released to your department and it continues throughout your time working here.	Dec 7, 2009 2:28 PM
8	They were easy to read and I was able to take it home and go over it in my spare time.	Dec 11, 2009 1:56 PM



## New Hire Survey

New Hire Orientation addressed my questions and/or concerns about working at LLR.

		Response Percent	Response Count
Strongly Agree		35.7%	15
Agree		47.6%	20
Neutral		16.7%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	9
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

Comments		
1	One questions whether honest questions/concerns are valued.	Dec 1, 2009 2:27 PM
2	Orientation was very helpful.	Dec 1, 2009 2:44 PM
3	Orientation staff were very helpful in answering all my questions & concerns I had about signing up for all my benifits.	Dec 1, 2009 3:24 PM
4	Great program	Dec 1, 2009 5:39 PM
5	needs to go through the different board such as with the lawyers to compliance to administrators	Dec 1, 2009 8:26 PM
6	New hire orientation was small and efficient. There are always concerns when you are new and these were addressed as time passed. Not all issues can be resolved in orientation but that is okay as long as there is good follow-up.	Dec 2, 2009 3:07 PM
7	A great opportunity to ask questions.	Dec 4, 2009 2:31 PM
8	Questions were answered as they came up.	Dec 11, 2009 1:56 PM
9	It was done quite some time after I was hired, and it would have been more helpful soon after I was hired.	Dec 11, 2009 2:10 PM

## New Hire Survey

How can we improve New Hire Orientation?	
	Response Count
	42
answered question	42
skipped question	0

Response Text		
1	Perhaps have an contact sheet with names and numbers of people to call for information about insurance, payroll, etc. Make sure when we use acronyms and abbreviations; we explain what they mean. Having a list of acronyms and abbreviations, especially ones used for the divisions would be helpful.	Nov 19, 2009 2:40 PM
2	Orientation is very informative - possibly doing a tour during the orientation would be good	Nov 20, 2009 9:05 PM
3	little more training	Dec 1, 2009 2:19 PM
4	Involve the new hire's supervisor(s) in the process; encourage open and honest questioning and commenting--promising anonymity if necessary.	Dec 1, 2009 2:27 PM
5	N/A	Dec 1, 2009 2:40 PM
6	I don't have any suggestions for the orientation. I thought it was well put together and very beneficial.	Dec 1, 2009 2:42 PM
7	To introduce the new hire to everyone once they are hired to make them feel more welcome.	Dec 1, 2009 2:44 PM
8	I liked the process of New Hire Orientation.	Dec 1, 2009 2:45 PM
9	An overall view of Information Systems should be included.	Dec 1, 2009 3:10 PM
10	I think the way it is right now is great because it doesn't take too long and everything is explained in a simple way.	Dec 1, 2009 3:10 PM
11	Follow up with new hirees after the orientation. Overall everything was great.	Dec 1, 2009 3:10 PM
12	I felt it was fine.	Dec 1, 2009 3:18 PM
13	I would strongly suggest a pre-video tape of all the coverage LLR has to offer them employees would know all about the benifits that was offered to new state employees,this would make orientation much easier for the speakers.	Dec 1, 2009 3:24 PM
14	Did not receive full orientation until after a year of working.	Dec 1, 2009 3:56 PM
15	N/A	Dec 1, 2009 5:39 PM
16	not sure, all of my questions were answered and any issues were dealt with immediatley	Dec 1, 2009 8:06 PM
17	same as above	Dec 1, 2009 8:26 PM
18	Explain benefits with detailed examples.	Dec 1, 2009 9:30 PM
19	Break it up into shorter segments over more days.	Dec 2, 2009 2:22 AM
20	I do not remember the content specifically but remember it was time consuming.	Dec 2, 2009 3:53 AM
21	Possibly get Agency information to the new hire's for review prior to the orientation day. This way they will not seem so overwhelmed.	Dec 2, 2009 1:49 PM
22	Guidance on the intranet resources ( especially the LLR directory)would be helpful.	Dec 2, 2009 3:07 PM

Response Text		
23	Just assure that the orientation is done the employees first day and not after they have been there for a few days.	Dec 2, 2009 3:13 PM
24	Maybe a follow up session.	Dec 4, 2009 2:31 PM
25	have them attend insurance and retirement advisement	Dec 7, 2009 2:16 PM
26	It's good.	Dec 7, 2009 2:28 PM
27	I enjoyed Pam Ricard and the guests that came in to go over various items.	Dec 9, 2009 7:03 PM
28	not really sure	Dec 10, 2009 9:29 PM
29	A little repetative	Dec 11, 2009 1:33 PM
30	nothing	Dec 11, 2009 1:36 PM
31	Don't know	Dec 11, 2009 1:48 PM
32	Can't think of anything	Dec 11, 2009 1:52 PM
33	Unsure at this moment.	Dec 11, 2009 1:56 PM
34	can't think of anything	Dec 11, 2009 2:02 PM
35	Have it sooner after hire date.	Dec 11, 2009 2:10 PM
36	I enjoyed the orientation. I would not change anything.	Dec 11, 2009 3:07 PM
37	It was fine	Dec 11, 2009 3:17 PM
38	good as is	Dec 11, 2009 4:08 PM
39	Let Pam Ricard do it.	Dec 14, 2009 3:16 AM
40	??????	Dec 14, 2009 12:35 PM
41	It seemd to be satisfactory	Dec 14, 2009 3:02 PM
42	Provide job info prior to Orientation day	Dec 16, 2009 3:07 PM

## New Hire Survey

The individual meeting with the agency benefits manager was helpful.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	42.9%	18
Agree	<input type="text"/>	50.0%	21
Neutral	<input type="text"/>	7.1%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		10
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	Pam gave me excellent information....was very helpful	Nov 20, 2009 9:05 PM
2	Excellent job well done explaining everything. The best I seem.	Dec 1, 2009 3:10 PM
3	She was extremly helpful in explaining all the benifits you qualified for, being employed as a state employee	Dec 1, 2009 3:24 PM
4	Thank you	Dec 1, 2009 5:39 PM
5	Very knowledgeable and helpful at all times.	Dec 2, 2009 1:49 PM
6	I do not understand this question.	Dec 2, 2009 3:07 PM
7	Very personable and eager to assist.	Dec 4, 2009 2:31 PM
8	Don't recall this meeting.	Dec 9, 2009 7:03 PM
9	She was very helpful, also as questions came up I was pleased with the way my questions were answered.	Dec 11, 2009 1:56 PM
10	She was very helpful.	Dec 11, 2009 3:07 PM

## New Hire Survey

"A Day in the Life at LLR" was beneficial to me as a new employee.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	21.4%	9
Agree	<input type="text"/>	42.9%	18
Did Not Attend	<input type="text"/>	35.7%	15
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		13
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	I am looking forward to attending. I think this will be beneficial. Would like to have had this training sooner after I was hired.	Nov 19, 2009 2:40 PM
2	Have not yet done this tour	Nov 20, 2009 9:05 PM
3	I can't recall whether I attended.	Dec 1, 2009 2:27 PM
4	I have not attend that yet.	Dec 1, 2009 3:10 PM
5	None	Dec 1, 2009 5:39 PM
6	but should be done before you go to your location.Maybe do a week before if you are to go to you position.	Dec 1, 2009 8:26 PM
7	Good program! I'm sorry that I missed this one the first time around and I am glad that it is mandatory.	Dec 2, 2009 3:07 PM
8	Another opportunity to learn.	Dec 4, 2009 2:31 PM
9	dont remember that one	Dec 10, 2009 9:29 PM
10	Have not done yet	Dec 11, 2009 1:33 PM
11	I agree!	Dec 11, 2009 1:56 PM
12	have not attended yet	Dec 11, 2009 4:08 PM
13	Have not been notified when to attend	Dec 14, 2009 3:16 AM

## New Hire Survey

What suggestions do you have to make "A Day in the Life at LLR" more beneficial?		
		<b>Response Count</b>
		19
	<b>answered question</b>	<b>19</b>
	<b>skipped question</b>	<b>23</b>

Response Text		
1	n/a	Dec 1, 2009 2:19 PM
2	N/a	Dec 1, 2009 2:40 PM
3	None.	Dec 1, 2009 2:44 PM
4	Have not attend A Day in the Life at LLR.	Dec 1, 2009 3:10 PM
5	None	Dec 1, 2009 3:18 PM
6	It could have been more beneficial if it did not take a year before occurring.	Dec 1, 2009 3:56 PM
7	Unable to answer the question at this time.	Dec 1, 2009 5:39 PM
8	none	Dec 1, 2009 8:06 PM
9	same as above	Dec 1, 2009 8:26 PM
10	Some speakers were too detailed about their areas and the lecture became overwhelming with information overload.	Dec 1, 2009 9:30 PM
11	improve pace.	Dec 2, 2009 3:07 PM
12	A follow up session.	Dec 4, 2009 2:31 PM
13	more to the point. sooner in the hiring process	Dec 7, 2009 2:16 PM
14	It's good	Dec 7, 2009 2:28 PM
15	Time management. Some people said they had more time than they needed and others had run over. I recall seeing a video of the day of the mail courier and felt that could have been shortened or eliminated. Everyone got the idea after a few of the courier's stops.	Dec 9, 2009 7:03 PM
16	No comment	Dec 11, 2009 1:48 PM
17	I think the HR side is great for orientation and "A Day. . . ". I believe that department orientation should be stronger. I think that if each department had "A Day . . ." orientation, it would be extremely helpful to a new employee. It seemed to take forever to learn what each person in my department does, how the workflows and how I can fit in and my the team truly successful.	Dec 11, 2009 1:52 PM
18	No suggestions at the moment.	Dec 11, 2009 1:56 PM
19	n/a	Dec 11, 2009 3:07 PM

## New Hire Survey

What suggestions do you have to improve agency communications to new employees?	
	<b>Response Count</b>
	42
<b>answered question</b>	<b>42</b>
<b>skipped question</b>	<b>0</b>

Response Text		
1	This agency does a good job communicating through Email and the Intranet. Very impressive!	Nov 19, 2009 2:40 PM
2	None	Nov 20, 2009 9:05 PM
3	more training	Dec 1, 2009 2:19 PM
4	Tailor it to the individual rather than mass communication.	Dec 1, 2009 2:27 PM
5	N/A	Dec 1, 2009 2:40 PM
6	Since I've been working here I've had to find out a lot of information on my own. I feel like there needs to be a better line of communication between managers, supervisors, and other employees.	Dec 1, 2009 2:42 PM
7	None.	Dec 1, 2009 2:44 PM
8	I would make the hiring process a little quicker	Dec 1, 2009 2:45 PM
9	no suggestions.	Dec 1, 2009 3:10 PM
10	None.	Dec 1, 2009 3:10 PM
11	Provide a listing of everyone phone number during orientation.	Dec 1, 2009 3:10 PM
12	N/A	Dec 1, 2009 3:18 PM
13	I do belive the agency has excellent communications skills when hiring new employees,I would recommend with new employees having a one on one basic communication line open with them with there new supervisor.to make them feel more at ease.	Dec 1, 2009 3:24 PM
14	NA	Dec 1, 2009 3:56 PM
15	None	Dec 1, 2009 5:39 PM
16	help explain the changes going on with payroll better	Dec 1, 2009 8:06 PM
17	same	Dec 1, 2009 8:26 PM
18	Make policy and stick to it.	Dec 1, 2009 9:30 PM
19	Go through direct supervisor more often	Dec 2, 2009 2:22 AM
20	Communications should be worded more friendly rather than "No Exceptions" or other such harsh communications.	Dec 2, 2009 3:53 AM
21	None. I felt the day of training and learning, along with all of the handouts were very helpful and if I needed more answers a contact sheet was provided with information on who to call.	Dec 2, 2009 1:49 PM
22	Our area has introductions for new employees and those are helpful.	Dec 2, 2009 3:07 PM

Response Text		
23	In my short time here I have noticed the communication seems to be the only lacking element as a whole. Sharing information needs to be our top priority as an agency because from floor to floor, or from division to division it seems like information is hoarded. I don't have a suggestion for improving communication besides making it the responsibility of the supervisors to make sure information is shared.	Dec 2, 2009 3:13 PM
24	A website where you ask a question and get the answer.	Dec 4, 2009 2:31 PM
25	lots of emails	Dec 7, 2009 2:16 PM
26	None at this time.	Dec 7, 2009 2:28 PM
27	I think it would be informative to new employees to know the process of getting or not getting cost of living raises or merit increases. I would have liked to know that I shouldn't expect any salary increases, but more of a decrease with insurance premium rate increases.	Dec 9, 2009 7:03 PM
28	not really sure	Dec 10, 2009 9:29 PM
29	None	Dec 11, 2009 1:33 PM
30	nothing	Dec 11, 2009 1:36 PM
31	No comment	Dec 11, 2009 1:48 PM
32	Communications is good, can't think of anything to add.	Dec 11, 2009 1:52 PM
33	Maybe a news letter on the Website.	Dec 11, 2009 1:56 PM
34	none	Dec 11, 2009 2:02 PM
35	No suggestions.	Dec 11, 2009 2:10 PM
36	none	Dec 11, 2009 3:07 PM
37	None	Dec 11, 2009 3:17 PM
38	none	Dec 11, 2009 4:08 PM
39	Provide phone sooner	Dec 14, 2009 3:16 AM
40	???????	Dec 14, 2009 12:35 PM
41	N/A	Dec 14, 2009 3:02 PM
42	Allow enough time for employee to return request prior to going to top of chain of command. This would be fair in order to reduce resistance.	Dec 16, 2009 3:07 PM



## New Hire Survey

What suggestions do you have for improving agency resources for new employees?	
	<b>Response Count</b>
	42
<b>answered question</b>	<b>42</b>
<b>skipped question</b>	<b>0</b>

Response Text		
1	Suggest training for new hires on how to use the Email system, or have a user's manual.	Nov 19, 2009 2:40 PM
2	Maybe a tour within the first few days	Nov 20, 2009 9:05 PM
3	n/a	Dec 1, 2009 2:19 PM
4	A comprehensive pamphlet that includes lots of information in one resource.	Dec 1, 2009 2:27 PM
5	N/A	Dec 1, 2009 2:40 PM
6	Resources should be easily accessible.	Dec 1, 2009 2:42 PM
7	None.	Dec 1, 2009 2:44 PM
8	Offer training classes that have been offered in the past but are not available now	Dec 1, 2009 2:45 PM
9	no suggestions.	Dec 1, 2009 3:10 PM
10	None.	Dec 1, 2009 3:10 PM
11	The websites can be more user friendly.	Dec 1, 2009 3:10 PM
12	N/A	Dec 1, 2009 3:18 PM
13	I would suggest setting up open job fairs, also a brief description of each job position available & qualifications for positions & to bring there resume .	Dec 1, 2009 3:24 PM
14	NA	Dec 1, 2009 3:56 PM
15	None	Dec 1, 2009 5:39 PM
16	none	Dec 1, 2009 8:06 PM
17	same	Dec 1, 2009 8:26 PM
18	Do away with online benefits changes as the only required way. Employees need a human being to converse with. Get rid of the online thinking!!!!	Dec 1, 2009 9:30 PM
19	Fine	Dec 2, 2009 2:22 AM
20	Information can be better available on the Web site by developing a New Employee online booklet. Place all information in a book type program with tab sections and index....all new employee information in one area anda not mixed in with other LLR information.	Dec 2, 2009 3:53 AM
21	None, unless may a libray room - but I only had to call if there was something I needed.	Dec 2, 2009 1:49 PM
22	See answer for Question 11.	Dec 2, 2009 3:07 PM
23	Make sure that the new employee is paired up with someone for at least the first week of employment.	Dec 2, 2009 3:13 PM
24	Unsure	Dec 4, 2009 2:31 PM
25	shadowing department heads for half a day	Dec 7, 2009 2:16 PM
26	None at this time.	Dec 7, 2009 2:28 PM

Response Text		
27	It would be nice to see things offered to outside of Columbia employees. Things are offered to agency employees in Columbia sometimes with prizes involved, but employees outside of Columbia can't take off for them.	Dec 9, 2009 7:03 PM
28	have more resources available	Dec 10, 2009 9:29 PM
29	None	Dec 11, 2009 1:33 PM
30	nothing	Dec 11, 2009 1:36 PM
31	No comment	Dec 11, 2009 1:48 PM
32	Nothing to add	Dec 11, 2009 1:52 PM
33	A Newsletter on the Web site.	Dec 11, 2009 1:56 PM
34	none	Dec 11, 2009 2:02 PM
35	No suggestions.	Dec 11, 2009 2:10 PM
36	The agency needs to have more on the job training, for new hires.	Dec 11, 2009 3:07 PM
37	A central supply area would be nice	Dec 11, 2009 3:17 PM
38	none	Dec 11, 2009 4:08 PM
39	get better phones and cars	Dec 14, 2009 3:16 AM
40	?????????	Dec 14, 2009 12:35 PM
41	N/A	Dec 14, 2009 3:02 PM
42	Possibly put them on paper form also.	Dec 16, 2009 3:07 PM

## New Hire Survey

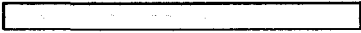


My supervisor and others in my area seemed prepared for my first day.

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	45.2%	19
Agree	<input type="checkbox"/>	45.2%	19
Neutral	<input type="checkbox"/>	4.8%	2
Disagree	<input type="checkbox"/>	4.8%	2
Strongly Disagree		0.0%	0
	Comments		7
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	On my first day I felt like I was thrust into a position at the last moment.	Dec 1, 2009 2:42 PM
2	My supervisor was most helpful to me on my first day he provided me with the equipment I needed to start my position very quickly.	Dec 1, 2009 3:24 PM
3	There was a great deal of information covered.	Dec 1, 2009 5:39 PM
4	I trained myself with the help of other fellow employees.	Dec 1, 2009 9:30 PM
5	For the most part I agree. I did not have a computer at my desk when I arrived so this was a delay in getting started into my work.	Dec 2, 2009 1:49 PM
6	There were assignments for me but I had ample time to get situated.	Dec 2, 2009 3:07 PM
7	My supervisor, Byron Ray introduced me to everyone.	Dec 4, 2009 2:31 PM

## New Hire Survey

**My supervisor and co-workers made me feel welcome at LLR.**

		<b>Response Percent</b>	<b>Response Count</b>
<b>Strongly Agree</b>		<b>57.1%</b>	<b>24</b>
<b>Agree</b>		<b>31.0%</b>	<b>13</b>
<b>Neutral</b>		<b>11.9%</b>	<b>5</b>
<b>Disagree</b>		<b>0.0%</b>	<b>0</b>
<b>Strongly Disagree</b>		<b>0.0%</b>	<b>0</b>
		<b>Comments</b>	<b>7</b>
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

<b>Comments</b>		
1	I felt very welcome and like I was a part of the team.	Nov 19, 2009 2:40 PM
2	It was a pleasure for me to be apart of the team. As a new hire, I liked my job, not quiet knowing what to expect. Now I love my job and what I do that plays an important part in my department. I feel apart of the team.	Dec 1, 2009 2:44 PM
3	My supervisor & co-workers very helpful to me in every way answering some of my questions I had about the position & my job duties.	Dec 1, 2009 3:24 PM
4	They are a great group of people to work with.	Dec 1, 2009 5:39 PM
5	The majority of co-workers did. I did note resentment from one.	Dec 2, 2009 1:49 PM
6	I seemed to fit in right away.	Dec 4, 2009 2:31 PM
7	Well!!!!!!!!!!!!!! Supers were great. Some coworkers took a while to warm up to and sometimes is an ongoing task but it is getting better.	Dec 11, 2009 1:52 PM

## New Hire Survey

I had all of the necessary equipment, tools, passwords, desk supplies and resources available to me on my first day of work.

	Response Percent	Response Count
Strongly Agree <input type="text"/>	31.0%	13
Agree <input type="text"/>	38.1%	16
Neutral <input type="text"/>	11.9%	5
Disagree <input type="text"/>	19.0%	8
Strongly Disagree	0.0%	0
What, if anything, were you missing?		13
<b>answered question</b>		<b>42</b>
<b>skipped question</b>		<b>0</b>

What, if anything, were you missing?		
1	Maybe not everything...but most things were set up.	Nov 19, 2009 2:40 PM
2	It took several days (or more) to have everything needed to start work efficiently.	Dec 1, 2009 2:27 PM
3	I had everything except my computer. That was okay because I learned by reading and advanced the same day. When my computer finally arrived, I worked hands on and I was more than ready ever.	Dec 1, 2009 2:44 PM
4	Did not have computer access the first day.	Dec 1, 2009 3:10 PM
5	someone to set me up with entry to pc program	Dec 1, 2009 8:26 PM
6	I still do not have an assigned state vehicle.	Dec 1, 2009 9:30 PM
7	I did not have a computer when I arrived.	Dec 2, 2009 1:49 PM
8	Sometimes your area has broken equipment. I was able to fix it with some effort. OIE is very helpful for computer issues.	Dec 2, 2009 3:07 PM
9	The computer was not set up but besides that everything else was okay.	Dec 2, 2009 3:13 PM
10	I had everything within several days.	Dec 4, 2009 2:31 PM
11	passwords, supplies and some resources	Dec 10, 2009 9:29 PM
12	It took a couple of days to get a few things but it was not a problem.	Dec 11, 2009 1:52 PM
13	computer, printer, passwords	Dec 14, 2009 3:16 AM

## New Hire Survey




What was your impression of LLR after your first day in your work area?	
	<b>Response Count</b>
	42
<b>answered question</b>	<b>42</b>
<b>skipped question</b>	<b>0</b>

Response Text		
1	That HR moves at a very fast pace. I was and still am very impressed that my co-workers are so friendly and glad to lend assistance.	Nov 19, 2009 2:40 PM
2	Very friendly people....hard working, very knowledgable management staff and co-workers	Nov 20, 2009 9:05 PM
3	good place to work	Dec 1, 2009 2:19 PM
4	Positive, for the most part. Some seemed to suffer poor morale, but most seemed enthusiastic.	Dec 1, 2009 2:27 PM
5	My impression was good. I was made comfortably by my co-workers and supervisor. They even implemented taking new hires to lunch.	Dec 1, 2009 2:40 PM
6	Chaotic and disorganized	Dec 1, 2009 2:42 PM
7	Nervous. Saying to myself, "I will work hard, stay focused, continue to be eager to learn".	Dec 1, 2009 2:44 PM
8	That I was going to be satisfied with the career path I was taking.	Dec 1, 2009 2:45 PM
9	Favorable	Dec 1, 2009 3:10 PM
10	I really enjoyed my first day of work and I still believe that this is a great agency to work for and there's a lot of great people.	Dec 1, 2009 3:10 PM
11	Everyone was very supported and friendly.	Dec 1, 2009 3:10 PM
12	I appreciated the people I met and felt welcome.	Dec 1, 2009 3:18 PM
13	I was very impressed with my supervisor & the staff, they were very professional & easy to work with, they also had a very good positive attitude towards me.	Dec 1, 2009 3:24 PM
14	positive	Dec 1, 2009 3:56 PM
15	I have been working in this career field for some time and felt very comfortable in my ability to fulfill my job requirements.	Dec 1, 2009 5:39 PM
16	I knew I was going to be happy here!	Dec 1, 2009 8:06 PM
17	ok	Dec 1, 2009 8:26 PM
18	The same.	Dec 1, 2009 9:30 PM
19	People are extremely busy but willing to help	Dec 2, 2009 2:22 AM
20	They had not planned for second day-first week job orientation.	Dec 2, 2009 3:53 AM
21	For the most part, it was a friendly atmosphere and the work area assigned to me was good.	Dec 2, 2009 1:49 PM
22	There was a larger workforce than I was expecting. The agency workforce fluctuates but the system works.	Dec 2, 2009 3:07 PM
23	I enjoyed the environment and felt that people were truly nice and were happy that I was here and part of the team.	Dec 2, 2009 3:13 PM
24	Happy to be here. Great workplace.	Dec 4, 2009 2:31 PM

Response Text		
25	that i would be a successful member of a team	Dec 7, 2009 2:16 PM
26	They were very receptive and professional.	Dec 7, 2009 2:28 PM
27	Again I work in a regional office for the Fire Academy. My only impression was at orientation.	Dec 9, 2009 7:03 PM
28	nice	Dec 10, 2009 9:29 PM
29	Very good and friendly and welcoming	Dec 11, 2009 1:33 PM
30	i had a good experience and had everything i needed for my first day of work	Dec 11, 2009 1:36 PM
31	I loved working with the public that entered this Agency.	Dec 11, 2009 1:48 PM
32	I have always felt that LLR is a great place to work.	Dec 11, 2009 1:52 PM
33	Good	Dec 11, 2009 1:56 PM
34	Professional, focused	Dec 11, 2009 2:02 PM
35	There was a lot to learn.	Dec 11, 2009 2:10 PM
36	Upon completion of my first day, I can honestly say that I really enjoy my job.	Dec 11, 2009 3:07 PM
37	Impressed with the attention I received to aclimate me to my new position	Dec 11, 2009 3:17 PM
38	good agency	Dec 11, 2009 4:08 PM
39	ok	Dec 14, 2009 3:16 AM
40	??????????	Dec 14, 2009 12:35 PM
41	I was greeted and welcomed by all	Dec 14, 2009 3:02 PM
42	I am glad I made the move to LLR.	Dec 16, 2009 3:07 PM

## New Hire Survey

Job duties and performance expectations were clearly explained and all of my questions relating to the duties and expectations were answered.

		Response Percent	Response Count
Strongly Agree		31.0%	13
Agree		52.4%	22
Neutral		16.7%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		6
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	They were explained to me in a way I could understand what was expected of myself in my position.	Dec 1, 2009 3:24 PM
2	None	Dec 1, 2009 5:39 PM
3	yes, but everyone was very busy with their own work and you hated to bother them.	Dec 1, 2009 8:26 PM
4	Some job duties have changed due to removing duplication of duties for EPMS overhaul and expectations are reasonable.	Dec 2, 2009 3:07 PM
5	I've learned by doing. I already had years of customer service skills.	Dec 4, 2009 2:31 PM
6	I was given by my supervisor a copy of the SC Fire Academy Administrative Guidelines and a list of items he typed up of my responsibilities in the office.	Dec 9, 2009 7:03 PM



## New Hire Survey

As a new employee, I felt comfortable going to my supervisor with questions.

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	61.9%	26
Agree	<input type="checkbox"/>	33.3%	14
Neutral	<input type="checkbox"/>	4.8%	2
Disagree	<input type="checkbox"/>	0.0%	0
Strongly Disagree	<input type="checkbox"/>	0.0%	0
	Comments		4
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	My supervisor could have been more open and encouraging about what to expect and availability for questions.	Dec 1, 2009 2:27 PM
2	I felt very comfortable with my supervisor she allways took the time out to explain my questions I had about making my position more knowledgeable.	Dec 1, 2009 3:24 PM
3	My supervisor is one of the best people that I have worked with.	Dec 1, 2009 5:39 PM
4	Always ready to listen and help.	Dec 4, 2009 2:31 PM

## New Hire Survey

I was given regular feedback about my performance during my first six months on the job.

		Response Percent	Response Count
Strongly Agree	<input type="text" value="10"/>	23.8%	10
Agree	<input type="text" value="25"/>	59.5%	25
Neutral	<input type="text" value="7"/>	16.7%	7
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		Comments	8
		<b>answered question</b>	<b>42</b>
		<b>skipped question</b>	<b>0</b>

Comments		
1	I have received positive feedback from my supervisor and other co-workers	Nov 20, 2009 9:05 PM
2	Yes, but only when I asked for it.	Dec 1, 2009 2:27 PM
3	Have yet to receive my six month performance feedback.	Dec 1, 2009 3:10 PM
4	My supervisor gave me a brief synopsis of my progress & performance in my position for my EPMS.	Dec 1, 2009 3:24 PM
5	N/A	Dec 1, 2009 5:39 PM
6	My supervisor explained things to me very well and always acknowledged to me how pleased he was with my work.	Dec 2, 2009 1:49 PM
7	I'll get an email from my supervisor when I do a good job. During an especially stressful time period my supervisor gave our team soups as a thankyou for our support and effort. That was nice. I get a call or email when tasks need to be reprioritized or need my additional attention/revision in order to be acceptable.	Dec 2, 2009 3:07 PM
8	I've feel good about my work performance and have gotten some commendations from my supervisor.	Dec 4, 2009 2:31 PM

## New Hire Survey

What agency training did you attend during your first year?		
	Response Percent	Response Count
Communication Skills <input type="checkbox"/>	54.8%	23
Customer Service Skills <input type="checkbox"/>	40.5%	17
Take Control of Your Time <input type="checkbox"/>	19.0%	8
True Colors <input type="checkbox"/>	40.5%	17
Dealing with Difficult People <input type="checkbox"/>	21.4%	9
Conflict Resolution <input type="checkbox"/>	11.9%	5
Business Writing <input type="checkbox"/>	38.1%	16
Supervisory Practices <input type="checkbox"/>	4.8%	2
Other (please specify)		13
<b>answered question</b>		<b>42</b>
<b>skipped question</b>		<b>0</b>

Other (please specify)		
1	Classroom training: NEOGOV Online training: Anti-harassment/Anti Discrimination, Professional Communications, Drug-Free Workplace, Writing a Position Description, EPMS Online Training,	Nov 19, 2009 2:40 PM
2	Can't recall.	Dec 1, 2009 2:27 PM
3	Disregard the above answer. I could not complete the training without checking one of the above. I Have not completed any agency training.	Dec 1, 2009 2:42 PM
4	Unsure at this time;however, training I received was very helpful to me throughout my day-to-day job task and requirements.	Dec 1, 2009 2:44 PM
5	Have not received any agency training yet.	Dec 1, 2009 3:10 PM
6	N/A	Dec 1, 2009 3:18 PM
7	All of these workshops were very helpful in my position, looking forwards to attending new workshops in the future.	Dec 1, 2009 3:24 PM
8	Non Supervisory Mandatory Anti-Harassment Awareness Training, Board Meeting Minutes, Notary Public Seminar,	Dec 2, 2009 1:49 PM
9	stress management and dealing with change.	Dec 2, 2009 3:07 PM
10	I've been here about 4 months. Maybe later I can get other training.	Dec 4, 2009 2:31 PM
11	I have not attended any of the traing above.	Dec 7, 2009 2:28 PM
12	dont recall going to any of them	Dec 10, 2009 9:29 PM

Other (please specify)		
13	I have not attended any yet I just answered one because it would not let me proceed	Dec 11, 2009 1:33 PM

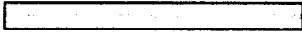


## New Hire Survey

I found these workshops to be worthwhile.		
		<b>Response Percent</b>
		<b>Response Count</b>
Strongly Agree	<input type="text"/>	21.4%
Agree	<input type="text"/>	45.2%
Neutral	<input type="text"/>	33.3%
Disagree		0.0%
Strongly Disagree		0.0%
	Comments	7
	<b>answered question</b>	<b>42</b>
	<b>skipped question</b>	<b>0</b>

Comments		
1	Have yet to complete any training.	Dec 1, 2009 2:42 PM
2	NA	Dec 1, 2009 3:10 PM
3	I found these workshops to be very helpful in dealing with public & they are also very helpful in your daily life to.	Dec 1, 2009 3:24 PM
4	Thank you	Dec 1, 2009 5:39 PM
5	Very good.	Dec 2, 2009 3:07 PM
6	I honestly can't remember if I took the above training classes. I think they were computer courses that I did during my 1st week.	Dec 4, 2009 2:31 PM
7	NOne yet	Dec 11, 2009 1:33 PM

## New Hire Survey

Overall, my supervisor was supportive of me attending agency workshops during my first year with the agency.

		Response Percent	Response Count
Strongly Agree		47.6%	20
Agree		33.3%	14
Neutral		19.0%	8
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		9
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	Have yet to complete any training.	Dec 1, 2009 2:42 PM
2	NA	Dec 1, 2009 3:10 PM
3	He was very supportive of me taking the classes to improve my work skills & applying them to my position.	Dec 1, 2009 3:24 PM
4	I could not agree more.	Dec 1, 2009 5:39 PM
5	I could attend but work load did not permit attending more classes. (My decision to meet customer needs.)	Dec 2, 2009 3:53 AM
6	Yes, he very much encouraged me to attend all the workshops I could.	Dec 2, 2009 1:49 PM
7	I didn't feel any pressure either way.	Dec 2, 2009 3:07 PM
8	Yes. There were many cross training classes.	Dec 4, 2009 2:31 PM
9	Business Writing was mandatory and he attended also.	Dec 9, 2009 7:03 PM

## New Hire Survey

The on-the-job training I received gave me the knowledge and skills necessary to be successful.

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	38.1%	16
Agree	<input type="checkbox"/>	38.1%	16
Neutral	<input type="checkbox"/>	21.4%	9
Disagree	<input type="checkbox"/>	2.4%	1
Strongly Disagree		0.0%	0
	Comments		5
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	N/A	Dec 1, 2009 2:42 PM
2	I was trained by a co-worker who had great Knowledge in her field of expertise.	Dec 1, 2009 3:24 PM
3	This helped a great deal and addressed agency requirements.	Dec 1, 2009 5:39 PM
4	It's ongoing. I learn new things from others or teach my self new things all the time.	Dec 2, 2009 3:07 PM
5	Cross training helped me see the big picture.	Dec 4, 2009 2:31 PM

## New Hire Survey

Who provided your on-the-job training?			Response Percent	Response Count
Supervisor	<input type="text"/>		50.0%	21
Peer	<input type="text"/>		64.3%	27
Classroom Instructor	<input type="text"/>		11.9%	5
Other (please specify)	<input type="text"/>		21.4%	9
<b>answered question</b>				<b>42</b>
<b>skipped question</b>				<b>0</b>

Other (please specify)		
1	My predecessor in the job provided much of my on-the-job training.	Dec 1, 2009 2:27 PM
2	Have yet to complete OJT	Dec 1, 2009 2:42 PM
3	I was sent to another state for my training.	Dec 1, 2009 2:44 PM
4	My co-worker she has a lot of experience in this position I learned a great deal from her .	Dec 1, 2009 3:24 PM
5	My prior experience and personal research.	Dec 1, 2009 9:30 PM
6	OIE, supervisors, peers and even callers having expertise have added to my working knowledge.	Dec 2, 2009 3:07 PM
7	The part-time person in this office who used to be the supervisor answered most of my questions. I received very little training. I picked up a lot from the Administrative Guidelines I had and spent a day at the Fire Academy in Columbia working with co-workers.	Dec 9, 2009 7:03 PM
8	co-workers	Dec 11, 2009 1:36 PM
9	Supervisor, self-study, peers	Dec 16, 2009 3:07 PM



## New Hire Survey

As a new hire, I was provided the training and resources I needed to be successful on the job.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	38.1%	16
Agree	<input type="text"/>	42.9%	18
Neutral	<input type="text"/>	16.7%	7
Disagree	<input type="text"/>	2.4%	1
Strongly Disagree		0.0%	0
	Comments		6
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	For the most part. My supervisor and others could have done better at introducing me to various department members, etc.	Dec 1, 2009 2:27 PM
2	After my training, I was a self-starter.	Dec 1, 2009 2:44 PM
3	Some of the resources require funding. But overall yes.	Dec 1, 2009 3:10 PM
4	I was provided with all the resources & training by my supervisor be very successful in my position	Dec 1, 2009 3:24 PM
5	N/A	Dec 1, 2009 5:39 PM
6	Agained, lack of computer kept me from doing some of my work.	Dec 2, 2009 1:49 PM

## New Hire Survey

My supervisor provided adequate support to me during my first year on the job.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	57.1%	24
Agree	<input type="text"/>	35.7%	15
Neutral	<input type="text"/>	7.1%	3
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	Comments		5
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Comments		
1	Have yet to complete my first year.	Dec 1, 2009 2:42 PM
2	My suvervisor was extremly helpful in giving me all the support & encouragement I needed to be successful in my position.	Dec 1, 2009 3:24 PM
3	N/A	Dec 1, 2009 5:39 PM
4	The first month, I was provided adequate support. After that I was pretty much on my own. This was initially. Then I transferred and I have had a wealth of support and encouragement from my present supervisor.	Dec 2, 2009 1:49 PM
5	Byron goes out of the way to assist me.	Dec 4, 2009 2:31 PM

## New Hire Survey

How soon after starting your job did you feel productive?			Response Percent	Response Count
2 weeks	<input type="text"/>		38.1%	16
1 month	<input type="text"/>		21.4%	9
2 to 3 months	<input type="text"/>		19.0%	8
3-6 months	<input type="text"/>		14.3%	6
More than 6 months	<input type="text"/>		7.1%	3
			Comments	11
			<b>answered question</b>	<b>42</b>
			<b>skipped question</b>	<b>0</b>

Comments		
1	I was trained well but at times my supervisor did not have the adequate time to prepare me for everything I needed to know, so it was one of those learn as you go processes. Sort of a Trial and Error.	Dec 1, 2009 2:45 PM
2	By doing and initiating changes.	Dec 1, 2009 3:10 PM
3	I started taking notes on my job duties & responsibilities they were very helpful when my supervisor was not available.	Dec 1, 2009 3:24 PM
4	None	Dec 1, 2009 5:39 PM
5	Field inspectors have long training program.	Dec 2, 2009 2:22 AM
6	Beacuase of the previous comments.	Dec 2, 2009 1:49 PM
7	I started in December during the holidays and this is a slow time for many reasons. This may be the reason for the lag time in feeling productive.	Dec 2, 2009 3:07 PM
8	Since they had no administrative assistant for about six months or so, I was given a pile of work to start on right away so I felt productive within a couple of days.	Dec 9, 2009 7:03 PM
9	I was probably more productive than I give myself credit	Dec 11, 2009 1:33 PM
10	Each day I try to be more productive with my job.	Dec 11, 2009 3:07 PM
11	Immediately!	Dec 16, 2009 3:07 PM

## New Hire Survey

What could we have done to make you productive in a shorter period of time?	
	<b>Response Count</b>
	42
<b>answered question</b>	<b>42</b>
<b>skipped question</b>	<b>0</b>

Response Text		
1	Have a standardized list of the divisions, with their acronyms/abbreviations.	Nov 19, 2009 2:40 PM
2	Nothing	Nov 20, 2009 9:05 PM
3	training	Dec 1, 2009 2:19 PM
4	Nothing. Preparation for doing my job necessarily involves on-the-job training with various boards, and that can't happen all at once.	Dec 1, 2009 2:27 PM
5	N/A	Dec 1, 2009 2:40 PM
6	I could have used more hands on training.	Dec 1, 2009 2:42 PM
7	Have had my computer during my first month of being a new hire.	Dec 1, 2009 2:44 PM
8	Make sure that all New Hires have the proper people training them that have the time to sit with them and actually be hands on when training them	Dec 1, 2009 2:45 PM
9	Assigning a "buddy" to answer questions.	Dec 1, 2009 3:10 PM
10	I think the training was very good and my co-workers made the process smooth.	Dec 1, 2009 3:10 PM
11	NA	Dec 1, 2009 3:10 PM
12	N/A	Dec 1, 2009 3:18 PM
13	I do believe it is a learning process with each new employee as to how well you adjust to your position, & learning experience, supervisors should always go the extra mile to help you be more productive in your position.	Dec 1, 2009 3:24 PM
14	NA	Dec 1, 2009 3:56 PM
15	Nothing	Dec 1, 2009 5:39 PM
16	nothing, the settling in process takes time	Dec 1, 2009 8:06 PM
17	there needs to be two or more people in each position if that is a large board. So there is always a to go person to assist you.	Dec 1, 2009 8:26 PM
18	Not sure.	Dec 1, 2009 9:30 PM
19	Nothing	Dec 2, 2009 2:22 AM
20	More flexibility in determining which training was actually beneficial rather than it is policy and you have to go.	Dec 2, 2009 3:53 AM
21	It was no fault of yours.	Dec 2, 2009 1:49 PM
22	See above. Pros for this were that I had time to adjust to and get my computer set up the way that I wanted before my first Standards hearing.	Dec 2, 2009 3:07 PM
23	If the computer had been up sooner, I probably could have been more productive sooner.	Dec 2, 2009 3:13 PM
24	Assign a mentor.	Dec 4, 2009 2:31 PM
25	less time spent in the office and more on site training	Dec 7, 2009 2:16 PM
26	The timing is good.	Dec 7, 2009 2:28 PM

Response Text		
27	Nothing.	Dec 9, 2009 7:03 PM
28	gave me more knowledge and training then what i got.	Dec 10, 2009 9:29 PM
29	Nothing	Dec 11, 2009 1:33 PM
30	nothing	Dec 11, 2009 1:36 PM
31	No comment	Dec 11, 2009 1:48 PM
32	Nothing to add.	Dec 11, 2009 1:52 PM
33	Possibly more training.	Dec 11, 2009 1:56 PM
34	nothing	Dec 11, 2009 2:02 PM
35	Perhaps had a formal training class.	Dec 11, 2009 2:10 PM
36	Maybe a training class that actually pertains to the job.	Dec 11, 2009 3:07 PM
37	I was surprised at how soon I was working cases so no improvement needed	Dec 11, 2009 3:17 PM
38	have equipment ready	Dec 11, 2009 4:08 PM
39	provide necessary tools sooner	Dec 14, 2009 3:16 AM
40	?????????	Dec 14, 2009 12:35 PM
41	The agency could have provided me a car sooner than the 3 months it took. I needed the car to perform my duties.	Dec 14, 2009 3:02 PM
42	I feel that I was productive as soon as I got onboard.	Dec 16, 2009 3:07 PM

## New Hire Survey

Which of the following activities would have been beneficial to you as a new employee? You may select as many as you like.

		Response Percent	Response Count
Having information about the agency and the job prior to your first day of work	<input type="checkbox"/>	52.4%	22
Being introduced to senior management during your first week on the job	<input type="checkbox"/>	19.0%	8
Having a peer welcome coordinator or "buddy" to show you the ropes and answer questions	<input type="checkbox"/>	42.9%	18
A formalized job specific training plan	<input type="checkbox"/>	50.0%	21
	Other (please specify)		8
	<b>answered question</b>		<b>42</b>
	<b>skipped question</b>		<b>0</b>

Other (please specify)		
1	possibly a tour within the first days...	Nov 20, 2009 9:05 PM
2	N/A	Dec 1, 2009 2:44 PM
3	Everything went well. All of the information was provided to me.	Dec 1, 2009 5:39 PM
4	All of these were given to me. And all were extremely beneficial	Dec 1, 2009 8:06 PM
5	List or map of nearby businesses/restaurants/dry cleaners/gyms etc.	Dec 2, 2009 3:07 PM
6	Sometimes I just need someone to point me in the right direction.	Dec 4, 2009 2:31 PM
7	All of these were done and very helpful-Just checked one so I could proceed	Dec 11, 2009 1:33 PM
8	Question: Why have an "other" category if the survey makes you choose one of the answers above?	Dec 11, 2009 2:02 PM

## Development of an Onboarding Program

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### APPENDIX C: Supervisors of New Hires Survey Results

# **Survey Results**

**On-boarding Survey for Supervisors of New Hires**

## **Response Summaries**

**Sent to 34 supervisors of new hires within the last three years**

**Fifteen responded for a 44% response rate**



## Onboarding Survey for Supervisors

Do you use the Supervisor's New Employee Checklist located on the intranet for each new employee?

		Response Percent	Response Count
Yes	<input type="text"/>	53.3%	8
No	<input type="text"/>	46.7%	7
		Comments	3
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

Comments		
1	I believe that the checklist didn't exist when I hired 2 of my new employees. I have no excuse for not using it for the last hire.	Dec 14, 2009 6:28 PM
2	I didn't know there was one (1) for our use at that time.	Dec 17, 2009 2:09 PM
3	It works very well.	Jan 5, 2010 2:12 PM

## Onboarding Survey for Supervisors

Do you contact your new hires prior to their first day on the job?		
	Response Percent	Response Count
Yes <input type="checkbox"/>	33.3%	5
No <input type="checkbox"/>	66.7%	10
Sometimes	0.0%	0
	Comments	3
	<b>answered question</b>	<b>15</b>
	<b>skipped question</b>	<b>0</b>

Comments		
1	Never had the contact info prior to their arrival.	Dec 17, 2009 2:09 PM
2	I call and congragulate them for the postion and to answer any questions that they may have.	Jan 5, 2010 2:12 PM
3	Human Resources will usually contact the new hire.	Jan 5, 2010 2:52 PM

## Onboarding Survey for Supervisors

What do new employees need to know their first day on the job?	
	<b>Response Count</b>
	15
<b>answered question</b>	<b>15</b>
<b>skipped question</b>	<b>0</b>

Response Text		
1	The layout of their work area.	Dec 11, 2009 5:09 PM
2	where to report and what to bring	Dec 11, 2009 6:47 PM
3	What their duties are that are outlined on the position description.	Dec 11, 2009 8:00 PM
4	Not sure about this, they would need to know who to report to.	Dec 14, 2009 12:43 PM
5	Day to day operations	Dec 14, 2009 3:29 PM
6	What times they will take their breaks and lunch, the telephone number and address for the agency and a map of the area in case they do want to go out for lunch.	Dec 14, 2009 6:28 PM
7	how to operate the phones, how to get into the building, their hours, lunch hours, who to tell when they leave for lunch (if necessary to notify someone), how to answer the phone	Dec 15, 2009 9:38 PM
8	Where he/she will be working (desk location); lunch/break policy; desk manual;insurance info	Dec 17, 2009 1:49 PM
9	Exactly what their job assignment, duties and title will encompass.	Dec 17, 2009 2:09 PM
10	What is expected of them and what they should expect from me. I also want to know their expectations.	Dec 17, 2009 3:34 PM
11	policies and procedures, timesheets, etc	Dec 17, 2009 7:34 PM
12	They usally ask what to wear and Report times	Jan 5, 2010 2:12 PM
13	They do need to be contacted and be told what will be expected of them on their first day.	Jan 5, 2010 2:24 PM
14	Position Description, Office lay-out (all floors), Colleagues, Management Staff, INTRANET and RELAES access, Office Mission Statement, LLR Mission Statement	Jan 5, 2010 2:52 PM
15	N/A	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

What questions have your new employees asked that should be covered in New Hire Orientation?	
	<b>Response Count</b>
	15
<b>answered question</b>	<b>15</b>
<b>skipped question</b>	<b>0</b>

Response Text		
1	Am I allowed to work a flex schedule.	Dec 11, 2009 5:09 PM
2	Filling out timecard	Dec 11, 2009 6:47 PM
3	None (that I can recall)	Dec 11, 2009 8:00 PM
4	Spend time on time sheets and leave how it is computed.	Dec 14, 2009 12:43 PM
5	What is least amount of leave I can have in order to use the e-leave system before I am required to use a paper copy?	Dec 14, 2009 3:29 PM
6	What my telephone number is and the telephone numbers of their co-workers.	Dec 14, 2009 6:28 PM
7	My only real "new hire" was an internal employee	Dec 15, 2009 9:38 PM
8	No comment	Dec 17, 2009 1:49 PM
9	Can't recall any. Good reviews received.	Dec 17, 2009 2:09 PM
10	n/a	Dec 17, 2009 3:34 PM
11	N/A	Dec 17, 2009 7:34 PM
12	I think all is good.	Jan 5, 2010 2:12 PM
13	Does LLR have a Policy and Procedures manual for that effects the entire agency?	Jan 5, 2010 2:24 PM
14	Clear understanding of time-off, E-Leave, how over time is calculated	Jan 5, 2010 2:52 PM
15	N/A	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

How do you make your new employees feel welcome on their first day?

**Response  
Count**

15

*answered question*

15

*skipped question*

0

Response Text		
1	Take them around and introduce them to their new coworkers.	Dec 11, 2009 5:09 PM
2	Meet them if I am notified in time when their first day is as I am a field employee, sending me an email on Tuesday that they are coming Thurs. is NOT helpful when you are only in office Mon & Fri.	Dec 11, 2009 6:47 PM
3	Try not to overwhelm them with too much information. Let them know that for a while they will be needing to ask a lot of questions and not to feel like they are bothering anyone when they do ask.	Dec 11, 2009 8:00 PM
4	Walk them around and introduce them to staff, try and team them up with someone to work with. Show them where the break room and restrooms are.	Dec 14, 2009 12:43 PM
5	Introduce them to everyone in their area go over everything that is expected from me.	Dec 14, 2009 3:29 PM
6	I introduce them to everyone in the department.	Dec 14, 2009 6:28 PM
7	Introduce them to everyone; ask what they need on their desk that they don't have; ensure their computer is working. Open invitation to let me know if they need help. Assign one staff person to assist them.	Dec 15, 2009 9:38 PM
8	Come along side of them and work with them	Dec 17, 2009 1:49 PM
9	Taking them around to meet all of the team members, checking up on them very often, and a few times even taking them to lunch.	Dec 17, 2009 2:09 PM
10	Introduce them to everyone.	Dec 17, 2009 3:34 PM
11	We introduce to everyone in the immediate office. We have their workspace prepared and supplied with everything they need to begin	Dec 17, 2009 7:34 PM
12	I spend alot of time with them, show them around the site and intrduce them to our employees.	Jan 5, 2010 2:12 PM
13	They were not in the office on the first day.	Jan 5, 2010 2:24 PM
14	Office tour, introduce to employees, let them know about the office culture, fun stuff, flex-time, who to contact for help, who will be their subject matter expert in learning.	Jan 5, 2010 2:52 PM
15	Clean work area, welcome sign, ensure individual has resources and equipment to begin working	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

Do you discuss and complete an Individual Development Plan with each new employee?

		Response Percent	Response Count
Yes	<input type="checkbox"/>	26.7%	4
No	<input type="checkbox"/>	46.7%	7
Sometimes	<input type="checkbox"/>	26.7%	4
		Comment	5
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

Comment		
1	We have our own training guide and you this	Dec 11, 2009 6:47 PM
2	I will in the future. That is a new tool. Previously, I would provide that type of information on the EPMS.	Dec 11, 2009 8:00 PM
3	It depends on the job.	Dec 14, 2009 12:43 PM
4	I cover there ther planning stage on the first day.	Jan 5, 2010 2:12 PM
5	Initially schedule mandatory training for individual.	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

What training do you provide to your new employees within their first year?

**Response  
Count**

15

*answered question*

15

*skipped question*

0

Response Text		
1	Defensive Training Working/Supervising Inmates Drug-Free Workplace Anti-harassment/Anti Discrimination Professional Communications Module A Day in the Life at LLR	Dec 11, 2009 5:09 PM
2	Ours is a 12-18 month program that has too many things to list here	Dec 11, 2009 6:47 PM
3	Depends. May depend on how much background the individual has in the program area or in state government. It may be necessary to help the person with skills that	Dec 11, 2009 8:00 PM
4	Try to get them to complete "A Day in LLR" and a "Customer Awareness course"	Dec 14, 2009 12:43 PM
5	New employees receive specialized training on regulatory topics that may change from year to year.	Dec 14, 2009 3:29 PM
6	Relaes and telephone training.	Dec 14, 2009 6:28 PM
7	Most have adequate training but I send them to Access class if they are not familiar with that software. We use it a lot with Relaes.	Dec 15, 2009 9:38 PM
8	On the job instruction	Dec 17, 2009 1:49 PM
9	On-the-job, cross training and specific training dictated upon the needs/assignments .	Dec 17, 2009 2:09 PM
10	The employee cross trains with employees that have knowledge in the subject matter that is being reviewed and processed.	Dec 17, 2009 3:34 PM
11	Depending on the job; in-house and other applicable classes pertinent to the job	Dec 17, 2009 7:34 PM
12	All of our admistration guildlines.	Jan 5, 2010 2:12 PM
13	Job specific seminars.	Jan 5, 2010 2:24 PM
14	Train them to process documentation for their unit, cross-train them in the work processes of other units, show them how and when to update the detailed desk manuals, supervisor assigns a subject matter expert to review their work progress for 21 days after training.	Jan 5, 2010 2:52 PM
15	Training that is specific to helping the individual accomplish his/her new job duties	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

What training (other than job specific) would be helpful to a new employee during their first year of employment at LLR?

**Response  
Count**

15

*answered question*

15

*skipped question*

0

Response Text		
1	Team Building, Customer Service	Dec 11, 2009 5:09 PM
2	N/a	Dec 11, 2009 6:47 PM
3	A Day in the Life at LLR True Colors	Dec 11, 2009 8:00 PM
4	Time management may be good for new employees.	Dec 14, 2009 12:43 PM
5	Administrative forms such as time sheets, travel vouchers, and leave statements, etc.	Dec 14, 2009 3:29 PM
6	Outlook.	Dec 14, 2009 6:28 PM
7	How to write (if they can't). How to sound professional on the phone, how to act professionally at board meetings, etc., if they don't seem to know that.	Dec 15, 2009 9:38 PM
8	Overview of the agency and how the agency as a whole functions.	Dec 17, 2009 1:49 PM
9	Possibly some Customer Service type.	Dec 17, 2009 2:09 PM
10	Outside training in customer service.	Dec 17, 2009 3:34 PM
11	N/A	Dec 17, 2009 7:34 PM
12	N/A	Jan 5, 2010 2:12 PM
13	Classes to explain exactly what the agency does.	Jan 5, 2010 2:24 PM
14	Customer Service, Access, Excel	Jan 5, 2010 2:52 PM
15	customer service; agency overview	Jan 5, 2010 3:29 PM



## Onboarding Survey for Supervisors

How often do you meet with your new employees to discuss performance, employee concerns, etc. during the first year?

		Response Percent	Response Count
Daily	<input type="text"/>	20.0%	3
Weekly	<input type="text"/>	40.0%	6
Monthly	<input type="text"/>	40.0%	6
	Other (please specify)		5
	<b>answered question</b>		<b>15</b>
	<b>skipped question</b>		<b>0</b>

Other (please specify)		
1	For about the first 3 months.	Dec 14, 2009 12:43 PM
2	Open door policy at all times	Dec 15, 2009 9:38 PM
3	Whenever an issue comes up	Dec 17, 2009 1:49 PM
4	as needed; may be daily, weekly (no longer)	Dec 17, 2009 7:34 PM
5	On-going informal discussions	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

If you selected "Disagree" or "Strongly Disagree" for the previous question, please explain.

**Response  
Count**

15

**answered question**

15

**skipped question**

0

Response Text		
1	I sometimes have to ask for guidance because nothing was explained.	Dec 11, 2009 5:09 PM
2	did not select but still required something here	Dec 11, 2009 6:47 PM
3	NA	Dec 11, 2009 8:00 PM
4	When trying to do planning with a new staff member sometime I may not see when a course is going to be offered that I would like them to attend.	Dec 14, 2009 12:43 PM
5	Strongly Agree	Dec 14, 2009 3:29 PM
6	N/A	Dec 14, 2009 6:28 PM
7	Did not select either response	Dec 15, 2009 9:38 PM
8	i agreed	Dec 17, 2009 1:49 PM
9	N/A	Dec 17, 2009 2:09 PM
10	n/a	Dec 17, 2009 3:34 PM
11	I didn't check disagree or strongly disagree	Dec 17, 2009 7:34 PM
12	N/A	Jan 5, 2010 2:12 PM
13	I did not disagree or strongly disagree!!	Jan 5, 2010 2:24 PM
14	Already agreed to question 13	Jan 5, 2010 2:52 PM
15	N/A	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

On average, how quickly do your new employees become productive in their jobs?

		Response Percent	Response Count
2 weeks	<input type="checkbox"/>	6.7%	1
1 month	<input checked="" type="checkbox"/>	40.0%	6
2-3 months	<input type="checkbox"/>	33.3%	5
3-6 months	<input type="checkbox"/>	6.7%	1
More than 6 months	<input type="checkbox"/>	6.7%	1
Other (please specify)	<input type="checkbox"/>	6.7%	1
<b>answered question</b>			<b>15</b>
<b>skipped question</b>			<b>0</b>

Other (please specify)		
1	They are not allowed to do own inspections till completing a years training but they are doing most everything under a Sr. inspectors number within 6 months	Dec 11, 2009 6:47 PM

## Onboarding Survey for Supervisors

What would make new employees more productive in a shorter period of time?

**Response  
Count**

15

*answered question*

15

*skipped question*

0

Response Text		
1	Putting another employee with them for the first couple of weeks.	Dec 11, 2009 5:09 PM
2	For us,nothing! It takes that long for them to learn.	Dec 11, 2009 6:47 PM
3	I don't know if that is possible or desirable. If you are trying to achieve a short learning curve, then simply eliminate many of the tasks that the position performa and let the person focus on one or two things to learn really well.	Dec 11, 2009 8:00 PM
4	Better training material for the computer and our processes.	Dec 14, 2009 12:43 PM
5	Productivity only comes with time.	Dec 14, 2009 3:29 PM
6	In my area, new employees jump right into the "fire". They are actually doing the job before they are adequately trained for it.	Dec 14, 2009 6:28 PM
7	A day of training of hands-on phone, copier, fax, Relaes training. Not just an overview.	Dec 15, 2009 9:38 PM
8	Merit pay	Dec 17, 2009 1:49 PM
9	Not totally sure. Possibly not bringing them into the situation during peak, high demand periods - only because everyone is so swamped they may be a bit lost or feel neglected.	Dec 17, 2009 2:09 PM
10	More extensive training.	Dec 17, 2009 3:34 PM
11	N/A	Dec 17, 2009 7:34 PM
12	Depends on there experience. Some move faster then others.	Jan 5, 2010 2:12 PM
13	Knowing the agency goal.	Jan 5, 2010 2:24 PM
14	I don't believe that speeding up the on-boarding process would be helpful. New hires are already nervous.	Jan 5, 2010 2:52 PM
15	With the heavy workload of supervisors, it is difficult to carve out the necessary time to spend with new employees.	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

What do new employees need to know about state government to make them more comfortable?

**Response  
Count**

15

*answered question*

15

*skipped question*

0

Response Text		
1	What State benefits are offered, how you accrue leave.	Dec 11, 2009 5:09 PM
2	????	Dec 11, 2009 6:47 PM
3	State Government provides good career opportunities even if the pay is usually less than comparable positions in the private sector. I think that if an individual's primary motivation for working in state government is to provide important services for the citizens of the state, then they will realize that a high salary is not the only indicator of "success".	Dec 11, 2009 8:00 PM
4	When time is given to them.	Dec 14, 2009 12:43 PM
5	Realistic budget restraints/limitations .	Dec 14, 2009 3:29 PM
6	That ultimately our boss is the Governor, and that the citizens of SC are our customers.	Dec 14, 2009 6:28 PM
7	Payroll system, travel request/reimbursement (if applicable), holidays, how LLR fits into the big picture of all agencies.	Dec 15, 2009 9:38 PM
8	No comment	Dec 17, 2009 1:49 PM
9	Unsure.	Dec 17, 2009 2:09 PM
10	I do not know	Dec 17, 2009 3:34 PM
11	That we really do work hard in state government	Dec 17, 2009 7:34 PM
12	All is good.	Jan 5, 2010 2:12 PM
13	What are all the benefits.	Jan 5, 2010 2:24 PM
14	Unlike the private sector, state employees seem to arrive with the comfortable feeling that "the state's not going out of business, so they're already relaxed"	Jan 5, 2010 2:52 PM
15	Overview of state government and how the agency's mission plays a part state government	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors

What do new employees need to know about the LLR work environment to make them more comfortable?

**Response  
Count**

15

*answered question*

15





*skipped question*

0

Response Text		
1	The a-z guidelines for working a flex schedule.	Dec 11, 2009 5:09 PM
2	Each area is different so it depends where they are going	Dec 11, 2009 6:47 PM
3	LLR's management fosters positive relationship among the staff in a way that many employees say that it almost feels like a big family.	Dec 11, 2009 8:00 PM
4	Even though we have different departments we all work together to accomplish our goals.	Dec 14, 2009 12:43 PM
5	Although there are budget restraints/limitations, the perks of working with an agency that fosters growth and advancement within the agency.	Dec 14, 2009 3:29 PM
6	If an individual is going to be working closely with HR, Finance or General Counsel, then the individual also needs to learn that area's processes and procedures. They need to develop a strong and successful relationship with that area.	Dec 14, 2009 6:28 PM
7	That customer service is important, and licenses are sometimes a difference between being able to work or not, so prompt, accurate handling of applications is very important	Dec 15, 2009 9:38 PM
8	No comment	Dec 17, 2009 1:49 PM
9	Unsure - they would have to speak about.	Dec 17, 2009 2:09 PM
10	My team works together as a team. If there are issues we can be open and honest.	Dec 17, 2009 3:34 PM
11	We have three very distinct program groups that don't have a lot in common as far as work flow and final product.	Dec 17, 2009 7:34 PM
12	All is good.	Jan 5, 2010 2:12 PM
13	They need a small summary of the purpose of each office.	Jan 5, 2010 2:24 PM
14	We're family friendly, flexible hours, good benefits	Jan 5, 2010 2:52 PM
15	Unsure	Jan 5, 2010 3:29 PM

## Onboarding Survey for Supervisors





How useful do you think a formal on-boarding program that provides activities such as those listed in #19 would be?

		Response Percent	Response Count
Extremely Useful		46.7%	7
Somewhat Useful		20.0%	3
Neutral		20.0%	3
Not very useful		13.3%	2
Not at all Useful		0.0%	0
		Comments	3
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

Comments		
1	Every group that hires new employees should have these activites in place	Dec 17, 2009 7:34 PM
2	I think LLR is so spread out with verity of jobs. By keeping it in house works best. As they get in and get the swing of things they will be more understanding of our agency.	Jan 5, 2010 2:12 PM
3	Within our department it's already formalized. Employees receive their position descriptions, expectations are discussed, on-the-job training starts the first day, work is monitored daily, learning is transfered from cross-training to actual work production, and they're introduced to the staff and managers	Jan 5, 2010 2:52 PM

## Onboarding Survey for Supervisors

What steps would you be willing to take to get your new employees up to speed and working more productively in a shorter period of time? (You may choose as many as you like)

		Response Percent	Response Count
Contact new hires prior to their first day to provide information about the job and to welcome them to LLR		46.7%	7
Take the time to introduce your new hires to agency senior management during the employee's first two weeks		33.3%	5
Designate someone in your area to serve as welcome coordinator or buddy for the new hire's first month		73.3%	11
Work with HR to develop formal job specific training plans for new hires		53.3%	8
		Comments	4
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

Comments		
1	First three would not help as the training period is what it is and we already have #4	Dec 11, 2009 6:47 PM
2	Most new hires do not need to (or want to) meet senior management	Dec 15, 2009 9:38 PM
3	see comment in #19 above - we would be willing to assist other groups with our new hire procedures	Dec 17, 2009 7:34 PM
4	All the above works well.	Jan 5, 2010 2:12 PM



# **Survey Results**

**On-boarding Survey for Supervisors of New Hires**

**Open-Ended Responses**

**Sent to 34 supervisors of new hires within the last three years**

**Fifteen responded for a 44% response rate**

## Onboarding Survey for Supervisors

1. How many new employees have you hired in the last three years?

		Response Percent	Response Count
none		0.0%	0
1	<input type="text" value="1"/>	20.0%	3
2	<input type="text" value="2"/>	46.7%	7
3 or more	<input type="text" value="3 or more"/>	33.3%	5
<b>answered question</b>			<b>15</b>
<b>skipped question</b>			<b>0</b>

2. Do you use the Supervisor's New Employee Checklist located on the intranet for each new employee?

		Response Percent	Response Count
Yes	<input type="text" value="Yes"/>	53.3%	8
No	<input type="text" value="No"/>	46.7%	7
Comments			3
<b>answered question</b>			<b>15</b>
<b>skipped question</b>			<b>0</b>

**3. Do you contact your new hires prior to their first day on the job?**

		Response Percent	Response Count
Yes	<input type="checkbox"/>	33.3%	5
No	<input type="checkbox"/>	66.7%	10
Sometimes		0.0%	0
		Comments	3
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

**4. What do new employees need to know their first day on the job?**

	Response Count
	15
<b>answered question</b>	<b>15</b>
<b>skipped question</b>	<b>0</b>

**5. The information covered in New Hire Orientation is beneficial to new employees.**

		Response Percent	Response Count
Strongly Agree	<input type="checkbox"/>	26.7%	4
Agree	<input type="checkbox"/>	73.3%	11
Neutral		0.0%	0
Disagree		0.0%	0
Strongly Disagree		0.0%	0
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

6. What questions have your new employees asked that should be covered in New Hire Orientation?

Response  
Count

15

*answered question*

15

*skipped question*

0

7. How do you make your new employees feel welcome on their first day?

Response  
Count

15

*answered question*

15

*skipped question*

0

8. Do you discuss and complete an Individual Development Plan with each new employee?

Response  
Percent

Response  
Count

Yes

26.7%

4

No

46.7%

7

Sometimes

26.7%

4

Comment

5

*answered question*

15

*skipped question*

0

9. What training do you provide to your new employees within their first year?

Response  
Count

15

*answered question*

15

*skipped question*

0

10. What training (other than job specific) would be helpful to a new employee during their first year of employment at LLR?

Response  
Count

15

*answered question*

15

*skipped question*

0

11. Do you currently have a formal training plan in place for new employees in your area?

Response  
Percent      Response  
Count

Yes

53.3%

33.3%

5

No

53.3%

53.3%

8

Somewhat

13.3%

13.3%

2

Other (please specify)

1

*answered question*

15

*skipped question*

0

12. How often do you meet with your new employees to discuss performance, employee concerns, etc. during the first year?

		Response Percent	Response Count
Daily	<input type="text"/>	20.0%	3
Weekly	<input type="text"/>	40.0%	6
Monthly	<input type="text"/>	40.0%	6
	Other (please specify)		5
	<b>answered question</b>		<b>15</b>
	<b>skipped question</b>		<b>0</b>

13. As a supervisor, I have all of the information, support and guidance I need to make an employee's first year successful.

		Response Percent	Response Count
Strongly Agree	<input type="text"/>	20.0%	3
Agree	<input type="text"/>	46.7%	7
Neutral	<input type="text"/>	33.3%	5
Disagree		0.0%	0
Strongly Disagree		0.0%	0
	<b>answered question</b>		<b>15</b>
	<b>skipped question</b>		<b>0</b>

14. If you selected "Disagree" or "Strongly Disagree" for the previous question, please explain.

	Response Count
	15
<b>answered question</b>	<b>15</b>
<b>skipped question</b>	<b>0</b>

15. On average, how quickly do your new employees become productive in their jobs?

		Response Percent	Response Count
2 weeks	<input type="text" value="6.7%"/>	6.7%	1
1 month	<input type="text" value="40.0%"/>	40.0%	6
2-3 months	<input type="text" value="33.3%"/>	33.3%	5
3-6 months	<input type="text" value="6.7%"/>	6.7%	1
More than 6 months	<input type="text" value="6.7%"/>	6.7%	1
Other (please specify)	<input type="text" value="6.7%"/>	6.7%	1
<b>answered question</b>			<b>15</b>
<b>skipped question</b>			<b>0</b>

16. What would make new employees more productive in a shorter period of time?

	Response Count
	15
<b>answered question</b>	<b>15</b>
<b>skipped question</b>	<b>0</b>

17. What do new employees need to know about state government to make them more comfortable?

	Response Count
	15
<b>answered question</b>	<b>15</b>
<b>skipped question</b>	<b>0</b>

**18. What do new employees need to know about the LLR work environment to make them more comfortable?**

	<b>Response Count</b>
	15
<i>answered question</i>	15
<i>skipped question</i>	0

**19. Which of the activities below would be beneficial to new employees? (You may select as many as you like)**


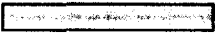

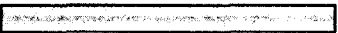
	<b>Response Percent</b>	<b>Response Count</b>
<b>Provide new hires information about the agency and the job prior to their first day of work</b>	66.7%	10
<b>Introduce new employees to senior management within the first week</b>	46.7%	7
<b>Assign a peer welcome coordinator or "buddy" to show new employees the ropes and answer questions</b>	66.7%	10
<b>Formalized job specific training plans</b>	53.3%	8
Other (please specify)		3
<i>answered question</i>		15
<i>skipped question</i>		0



20. How useful do you think a formal on-boarding program that provides activities such as those listed in #19 would be?

		Response Percent	Response Count
Extremely Useful	<input type="checkbox"/>	46.7%	7
Somewhat Useful	<input type="checkbox"/>	20.0%	3
Neutral	<input type="checkbox"/>	20.0%	3
Not very useful	<input type="checkbox"/>	13.3%	2
Not at all Useful		0.0%	0
		Comments	3
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

**21. What steps would you be willing to take to get your new employees up to speed and working more productively in a shorter period of time? (You may choose as many as you like)**

		<b>Response Percent</b>	<b>Response Count</b>
Contact new hires prior to their first day to provide information about the job and to welcome them to LLR		46.7%	7
Take the time to introduce your new hires to agency senior management during the employee's first two weeks		33.3%	5
Designate someone in your area to serve as welcome coordinator or buddy for the new hire's first month		73.3%	11
Work with HR to develop formal job specific training plans for new hires		53.3%	8
		Comments	4
		<b>answered question</b>	<b>15</b>
		<b>skipped question</b>	<b>0</b>

# Development of an Onboarding Program

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## APPENDIX D:           Orientation Materials

**S. C. DEPARTMENT OF LABOR, LICENSING AND REGULATION  
NEW EMPLOYEE ORIENTATION**

- 8:30 a.m.**                      **Welcome & Overview --** Laura Thomas
- Introductions
  - Overview of the orientation program
- LLR Overview –** Laura Thomas
- Directory of Programs / Agency History
  - Employee Directory
- LLR Policies and Procedures Overview –** Laura Thomas
- Policies
  - E-leave
  - Evacuation Plan
  - Training
  - Drug-Free Workplace Information
  - Web site and Intranet Resources
  - Contact Numbers
- Customer Service Awareness –** Laura Thomas
- 
- 9:50 a.m.**                      **Break**
- 
- 10:00 a.m.**                      **Employee Benefits –** Pam Ricard
- Employee Insurance Program (EIP)
  - South Carolina Retirement Systems (SCRS)
  - Additional Employee Benefit Programs
- 
- 12:00 Noon**                      **Lunch**
- 
- 1:15 p.m.**                      **Employee Performance Management Systems (EPMS) –** Art McAlexander / Patty Wentworth
- 
- 1:35 p.m.**                      **Telephone and Voicemail Overview –** Diane Parker
- User instructions/features of the telephone set
  - Voicemail review
- 
- 1:50 p.m.**                      **Office Technology Overview –** IT Staff
- Introduction to computer functions
  - Internet, Intranet, and email
- 
- 2:05 p.m.**                      **Wrap-up/Adjourn –** Laura Thomas or Pam Ricard

## Commonly Used Acronyms at LLR

LLR	Department of Labor, Licensing & Regulation
POL	Professional & Occupational Licensing
OLC	Office of Licensing & Compliance
HMRP	Health & Medical Related Professions (no longer exists)
OBB	Office of Building & Business Services (no longer exists)
OBS	Office of Board Services
OIE	Office of Investigations & Enforcement
OSHA	Occupational Safety & Health Administration
OVP	Office of Voluntary Programs
F&LS	Fire & Life Safety
OSFM	Office of the State Fire Marshal
OEAR	Office of Elevators & Amusement Rides
IRC	Investigative Review Committee
OIS	Office of Information Services (IT)
OGA	Office of Governmental Affairs
OCG	Office of General Counsel
PI	Public Information
Corelink	Consolidated Regulatory Enforcement & Licensing Network
ReLaes	Regulatory Licensing & Enforcement System (old system)

## Development of an Onboarding Program

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### APPENDIX E: Supervisor Checklist for New Hires

# Supervisor's New Employee Checklist

Employee: \_\_\_\_\_ Start Date: \_\_\_\_\_

<p><b>Prior to the First Day</b></p> <p>_____ Complete all <b>paperwork</b> necessary for HR and the HR Liaison</p> <p><b>Arrange for work space:</b>          _____ Get cube/office assignment          _____ Get necessary supplies, materials</p> <p><b>Arrange for equipment:</b>          _____ Computer          _____ Phone          _____ Calculator, other items as needed          _____ Printer          _____ Plan on-the-job training /assign coach          _____ Assemble written materials, manuals, etc.          _____ Order business cards (if appropriate)</p> <p>_____ Ensure ReLAES Liaison completes a Software Service Request for ReLAES board access &amp; permissions</p> <p><b>Other:</b>          _____          _____</p>	<p><b>Second Day on the Job (continued)</b></p> <p><b>Discuss:</b>          _____ Work hours          _____ Absences          _____ Who to notify          _____ Leave policies and procedures          _____ Lunch hours          _____ Breaks          _____ Expectations</p> <p><b>Give:</b>          _____ Training manuals/materials          _____ Phone list for area</p> <p><b>Explain:</b>          _____ Inter-office, inter-agency, and US mail          _____ LLR Today &amp; the Employee Directory          _____ Time Sheets (if required)          _____ Organizational structure for agency/area/division</p> <p>_____ Ask if employee has questions about information covered in orientation.</p> <p><b>Other:</b>          _____          _____</p>
<p><b>First Day of Employment</b></p> <p>_____ Greet employee at Front Desk &amp; accompany employees to Orientation Room</p> <p><b>Employees will attend New Employee Orientation until approximately 3:30. HR will escort employee to work area.</b></p> <p>_____ Introduce employee to co-workers</p>	<p><b>During First Two Weeks</b></p> <p>_____ Encourage co-workers to include new employee in activities</p> <p>_____ Ensure employee meets with Benefits Administrator to complete insurance and retirement forms</p> <p>_____ Schedule weekly meetings with new employee to see how things are going</p>
<p><b>Second Day on the Job</b></p> <p>_____ Welcome the new employee—meet at the front door, take to work area</p> <p><b>Give a tour of the work area</b>          _____ Bathrooms          _____ Cafeteria/break areas          _____ Meeting rooms          _____ Introduce OJT coach (if applicable)          _____ Introduce HR Liaison &amp; designated Fire Warden          _____ Explain fire route escape plan</p>	<p><b>During First Six Weeks</b></p> <p>_____ Prepare EPMS Planning Stage &amp; discuss with employee</p> <p>_____ Prepare an Employee Learning Plan (form &amp; learning opportunities available on the intranet)          _____ available on the training intranet page</p> <p>_____ Ensure employee completes required training for new hires. See page 2 for requirements.</p>

6/2/2008

## Training Checklist for New Employees

The supervisor is responsible for ensuring the employee completes required online training and acknowledgement forms are signed and forwarded to the HR Office.

Employee: \_\_\_\_\_ Start Date: \_\_\_\_\_

Required Training	Date of Completion
New Hire Orientation	
Drug-Free Workplace (Online)	
Anti-harassment/Anti Discrimination (Online)	
Professional Communications Module (Online)	
A Day in the Life at LLR (within one year)	

## Training Checklist for New Supervisors

Employee: \_\_\_\_\_ Start Date: \_\_\_\_\_

Required Training	Date of Completion
Supervisory Drug-Free Workplace (Online)	
Supervisory Practices (OHR) (within six months)	
Supervisory e-leave training (online)	

**Note:** If a supervisor is new to the agency, he/she must complete all of the required New Hire training, with the exception of the Employee Drug Free Workplace module.

Other Recommended Supervisory Training	Date of Completion
Writing a Position Description (two online modules)	
Supervisory Survival Challenge (online)	
EPMS Training (online)	
NEOGOV OHC (Contact HR to schedule)	
HR Policies & Procedures (quarterly)	

6/2/2008